



Texas Military Preparedness Commission

Biennial Report 2013-2014



State of Texas

Office of the Governor

Texas Military Preparedness Commission

To: The Honorable Rick Perry
Subject: 2013-2014 Biennial Report

Dear Governor Perry:

On behalf of the Texas Military Preparedness Commission (TMPC), I am pleased to submit to you the 2013-2014 TMPC Report.

Texas has more than 200,000 active duty personnel, reservists, National Guardsmen and civilians at 15 military installations around the state. From basic training to highly complex medical research and from global bombing capabilities to cyber warfare complexities the wide variety mission at these Texas installations is impressive. The State of Texas takes pride in the men and women who serve our national defense.

It is imperative Texas works to protect and secure all missions, assets and personnel within the state. With nearly \$150 B economic impact to the state economy, military operations rivals any leading private industry in Texas. Through the creation of the Texas Military Value Task Force and collaboration with the Texas Commander's Council, I am confident in the ability to effectively identify, address, and increase the military value of installations in Texas. By encouraging the use and incorporation of Public-Public, Public-Private Partnerships, installations can realize operational cost savings and lessen the financial burden on the dwindling defense budget.

The future of military missions in Texas is promising; however, we need to continue to work with our installations and communities, supporting their needs to make each installation the most valuable and efficient location to achieve their assigned mission.

Sincerely,

A handwritten signature in cursive script that reads "Paul F. Paine".

Paul Paine
Chairman

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Overview

TMPC Commissioners & Staff

Commissioners	Position	City
Paul F. Paine	Chair	Fort Worth
Anna Chapman	Commissioner	Del Rio
Tom Duncavage	Commissioner	League City
Arthur Emerson	Commissioner	San Antonio
Woody Gilliland	Commissioner	Abilene
Connie Scott	Commissioner	Robstown
Alvin Jones	Commissioner	College Station
Dennis Lewis	Commissioner	Texarkana
William Shine	Commissioner	Harker Heights
Charles Powell	Commissioner	San Angelo
Karen Rankin	Commissioner	San Antonio
A.F. "Tom" Thomas	Commissioner	El Paso
Thomas Whylen	Commissioner	Wichita Falls

Ex – Officio Members

The Honorable Leticia Van de Putte	Chair, Texas Senate, Committee on Veteran Affairs & Military Installations
The Honorable Jose Menendez	Chair, Texas House, Committee on Defense & Veterans' Affairs

TMPC Staff

B. Keith Graf	Director
Timothy Ginn	Program Manager
Dominick Namis	Intern - Summer 2014
Emily Salada	Intern - Spring 2014
Alexandra Taylor	Intern - Fall 2013

TMPC Mission and Strategies

Established in 2003 by the 78th Texas Legislature and placed in the Governor's Office of Economic Development and Tourism in 2009, the mission of the Texas Military Preparedness Commission (TMPC) is to preserve, protect, expand, and attract new military missions, assets, and installations in the state of Texas. Additionally, the TMPC encourages defense related businesses to expand or relocate to Texas. The goal of the TMPC is to make Texas the state of choice for military missions and defense contracts by ensuring the stability of defense communities. The TMPC does this in a variety of ways:

- The TMPC administers two economic adjustment programs: the Defense Economic Adjustment Assistance Grant Program (DEAAG) and the Texas Military Value Revolving Loan Fund (TMVRLF).
- The DEAAG program assists defense communities impacted or potentially impacted by Department of Defense (DoD) plans or decisions. Funds may be used for the purchase of property, infrastructure projects, and the purchase of equipment to train defense workers.
 - In recent years, Base Realignment and Closure (BRAC) rounds have closed 3 major Texas installations: Brooks City Base in San Antonio, Lone Star Army Ammunition Plant in Texarkana, and Naval Station Ingleside in South Texas. The economic adjustment programs offered by the TMPC aim to protect Texas installations and are available for proactive planning use. This program may be used proactively to prepare a military community that may be impacted by BRAC.
- The TMVRLF is a \$250 M loan fund constitutionally approved for defense communities impacted by a DoD decision since BRAC 2005. Qualifying projects must enhance the military value or economic redevelopment value of a military installation or defense facility.
- Recent projects funded through the TMPC include a new virtual training program at Blinn College in Sealy, infrastructure upgrades at the TexAmericas Center in Texarkana, and the construction of a mass transit facility in El Paso.

TMPC strategies are aimed to retain and attract new military missions to the State of Texas in support of the national defense:

- Mission Growth and Transformation: requires that TMPC commissioners be thoroughly knowledgeable of the concepts and requirements of military force transformation in all service branches.
- Emerging Technology: requires that the commission is engaged in emerging and "spin-off" technologies that will create new missions in the force structure that may be assigned to Texas installations.
- Capabilities: require the necessary understanding of existing capabilities.
- Communication: requires dialogue to take place with all sectors of the defense community from installation commanders and state officials to private defense corporations and the congressional delegation. The TMPC encourages communities to continue supporting local installations and the relationships between local officials and the Office of the Governor.
- Coordination: requires the TMPC to continue working with state and federal agencies and defense communities to coordinate infrastructure, transportation, and educational projects necessary to the future of Texas and its installations.

Texas Commander's Council

TCC Staff

Matt Elledge

Title

Chairperson

Commanders

Colonel Michael Starr

Colonel Terence Winkler

Colonel Kimberlee Joos

Colonel Brian Hastings

Brigadier General Scott Kindsvater

Installation

Dyess Air Force Base

Ellington Field Joint Reserve Base(147th RW, TANG)

Goodfellow Air Force Base

Laughlin Air Force Base

Sheppard Air Force Base

Colonel Billingsley Pogue III

Colonel Thomas Munsey

Colonel Matt Elledge

Colonel Brandon Grubbs

Corpus Christi Army Depot

Fort Bliss

Fort Hood

Red River Army Depot

Captain Steve Banta

Captain Gil Miller

Captain Christopher Misner

Naval Air Station Corpus Christi

Naval Air Station Forth Worth Joint Reserve Base

Naval Air Station Kingsville

Brigadier General Robert La Brutta

Joint Base San Antonio

Texas Military Value Task Force

Members	Position	City
Michael McMahan	Chair	Abilene
Kirby Allen	Member	San Antonio
Darrell Coleman	Member	Wichita Falls
Rick Lynch	Member	Fort Worth

Statutory Authority

Instituted by SB1200 of the 83rd Texas Legislature, the Military Value Task Force is charged to:

- (1) confer with defense communities and military installations located in this state to identify strategies, policies, plans, projects, and other ways to improve base realignment scores; and
- (2) advise and make recommendations to the commission and legislature on any strategy, policy, plan, project, or action the taskforce believes will strengthen the defense communities and military installations in the state and prevent the closure or significant reduction of the operations of the military installations .

Plan Forward

The Texas Military Value Task Force will hold three meetings throughout the state to engage military leaders and local officials. At each meeting, certain installations and communities will be asked to address opportunities for increasing the military value of their respective installations.

Upon conclusion of all community meetings, the Task Force will deliver a report to the Texas Military Preparedness Commission, Legislature, and Governor by December 2014.



Executive Summary

Executive Summary

Texas has a venerable and extensive military history reaching back to the states' inception. From the lucrative shipping ports of Matagorda Bay to petroleum drilling in the Gulf and fast developing wind farms across the state, Texas has a long standing economy that is further fueled by the economic impact of a significant military presence. Texas continues to expand in conjunction with defense and military installations. The future of the Texas military mission is promising as expansions are growing in size and quality. The sustainment and growth of Texas would not exist without these industries. Some of the notable contributions to this status include the following:

- ★ Texas is one of the friendliest military states evident through Texas' hosting 1st ranked USAA which is headquartered in San Antonio. As published by G.I. Jobs, 95 of the Top 100 Military Friendly Employers have operations in Texas.
- ★ The plentiful, wide open spaces make Texas an excellent place for aerospace and aviation industries. Lockheed Martin and Bell Boeing are just two of the many defense companies that have significant presence in Texas. This industry employs more than 153,000 people in Texas.
- ★ Texas history has shown the healthy relationships fostered with all divisions of the US armed forces. The Coast Guard Stations in Houston and Galveston are central to US Coast Guard Search and Rescue training and the US Navy's pilot training program.
- ★ Fort Hood, in Killeen, is the largest active duty armored post in the United States and Joint Base San Antonio is the largest base organization in the Department of Defense.

Since the last biennial report, Texas military installations have continued their growth and expansion. For example, on Fort Hood, construction of the Charles R. Darnall Army Medical Center is ongoing and scheduled for completion in 2015. This teaching hospital will include a Traumatic Brain Injury Center and a Women's Health clinic, which are both extremely important for the state's military population. Such growth not only provides active and retired military personnel, civilians, and family members with improved facilities and resources, but also creates a positive and sustained economic impact on surrounding communities and the state as a whole.

Subsequently, expanded facilities have led to increased installation and unit missions. Texas' continued viability as a military friendly state is shown through mission and personnel growth. In 2009, the 24th Air Force, Cyber Command, was established at Lackland Air Force Base. This development of the 24th Air Force is consistent with the Defense Secretary's increased focus on cyber warfare and validates the continued importance of Texas military installations and the state itself to the greater goals of the Department of Defense.

Naval Air Station (NAS) Corpus Christi is a great example of different units and organizations working jointly to ensure the safety of the nation and overall success of the Department of Defense. Corpus Christi Army Depot, which repairs and overhauls helicopters and engines; US Border Patrol units that enforce border security and national drug control policies; and the US Coast Guard Sector Corpus Christi are all tenants on NAS Corpus Christi.

Texas military installations maintain a positive and symbiotic relationship not only with the state but with their surrounding communities as well. In 2012, the City of Wichita Falls, adjacent to Sheppard Air Force Base, was presented with the Air Education and Training Command Altus Trophy for Outstanding Community Support, beating out five other contenders, two of which were located in Texas.

The NAS Fort Worth Joint Reserve Base (JRB) Regional Coordination Committee—which works to enhance and maintain intergovernmental cooperation and open communications regarding development and base missions—has been nationally recognized as a model for intergovernmental cooperation between military installations and their host cities. Installations, regardless of their size, benefit surrounding communities by way of financial support, job creation, and resources such as medical assistance for veterans.

Since 2003, the Texas Military Preparedness Commission (TMPC) has worked to preserve, promote, and advance the military mission in the state. This has been, and will continue to be, realized by protecting vital installations within state borders and by encouraging defense related businesses to expand or relocate to Texas. Recent contracts acquired by defense companies in Texas are evidence of the success of the defense industry as well as the importance of the services offered by Texas businesses to the larger goal of the Department of Defense. The location of Lockheed Martin and its manufacturing of the Joint Strike Fighter on NAS Fort Worth JRB exemplify how the missions of the TMPC – advancement of the military presence and growth of defense related businesses – work to sustain each other.

The future of Texas' military mission looks promising. The past few years have brought expansion—in personnel, missions, and facilities—to military installations around the state. The economic climate, available natural resources, and nationally recognized community relationships all coalesce to make Texas an attractive state for continued military growth and improvements.



Mil itary Instal l ations

Installations Overview

US Army

Corpus Christi Army Depot:
Helicopter Repair Center of Excellence

Fort Bliss:
Ground Combat Maneuvering & Artillery Training

Fort Hood:
Ground Combat Ready Forces & Helicopter Training

Red River Army Depot:
Mechanized Track Vehicle & MRAP Repair

US Navy

Naval Air Station Corpus Christi:
Navy Strike Pilot Training

Naval Air Station Fort Worth:
Tactical Fighter & Airlift Missions

Naval Air Station Kingsville:
Navy Strike Pilot Training

Joint Base San Antonio

Fort Sam Houston:
Medical Training

Lackland Air Force Base:
Basic & Technical Training

Randolph Air Force Base:
Instructor Pilot, Navigator & Instrument Flight Training

US Air Force

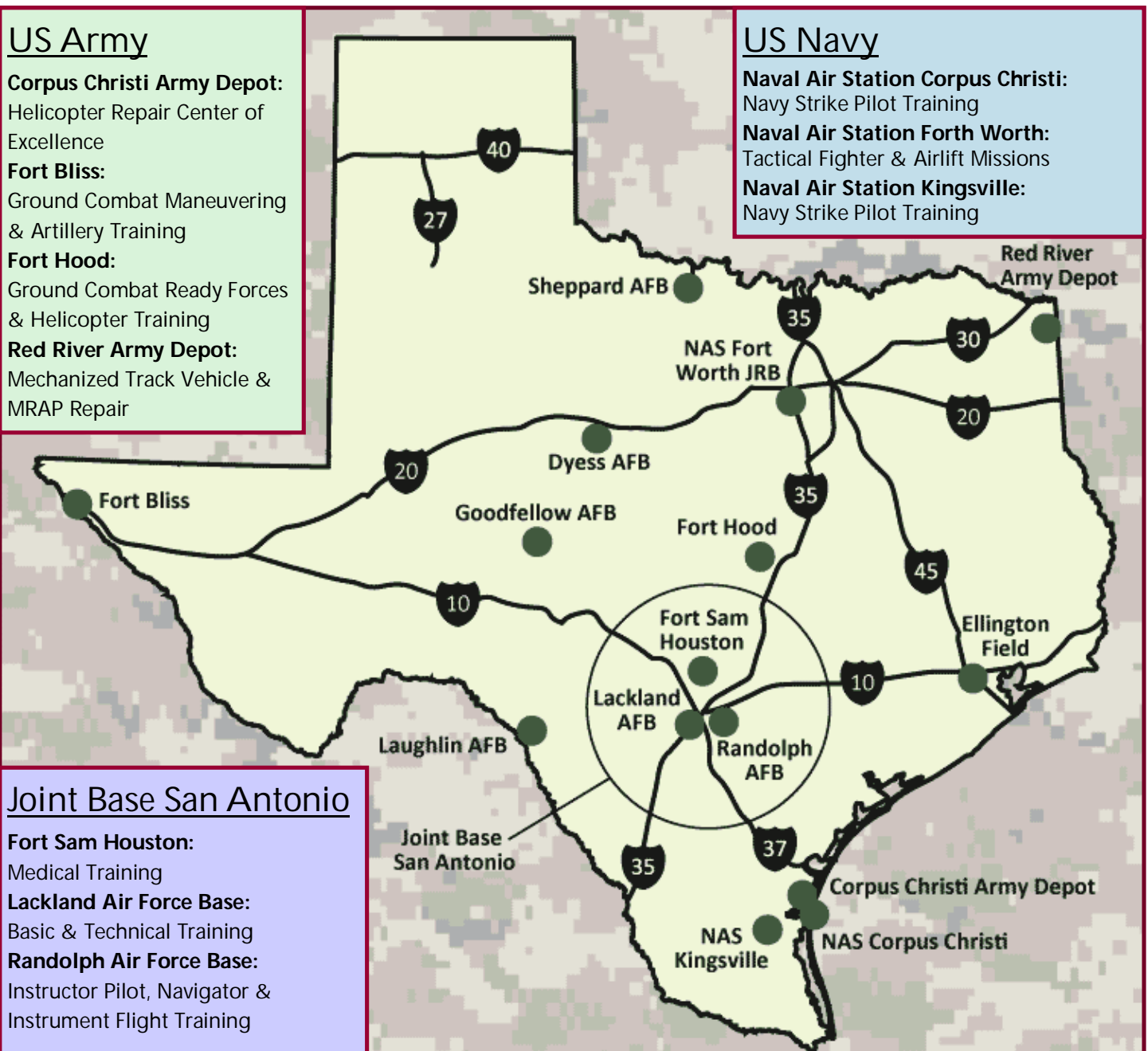
Dyess Air Force Base:
Heavy Bomb Wing & Airlift Missions

Ellington Field:
Reconnaissance Wing

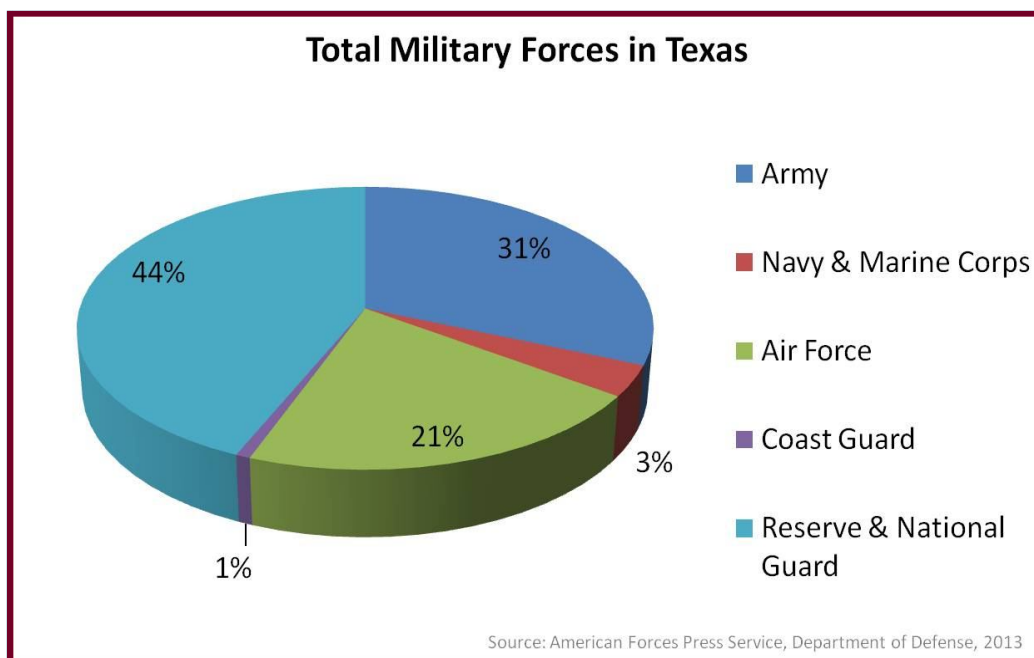
Goodfellow Air Force Base:
Firefighting & Intelligence Training

Laughlin Air Force Base:
Specialized Undergraduate Pilot Training

Sheppard Air Force Base:
Technical & Allied Flight Training



Bases by numbers				
Installations	Active Military	Civilians	Contractors	Reserve
Corpus Christi AD	10	3,781	1,475	—
Fort Bliss	29,204	11,283	—	4,355
Fort Hood	43,508	6,029	13,671	—
Red River AD	6	4,632	—	—
NAS Corpus Christi	1,483	8,041		—
NAS Fort Worth JRB	2,445	858	726	5,998
NAS Kingsville	499	353	621	183
Dyess AFB	4,794	680	—	260
Ellington Field JRB	998	2	57	—
Goodfellow AFB	1,100	1,170	428	—
Laughlin AFB	1,400	946	—	—
Joint Base San Antonio	31,601	37,735		—



Army Military Installations

Corpus Christi Army Depot

Fort Bliss

Fort Hood

Red River Army Depot

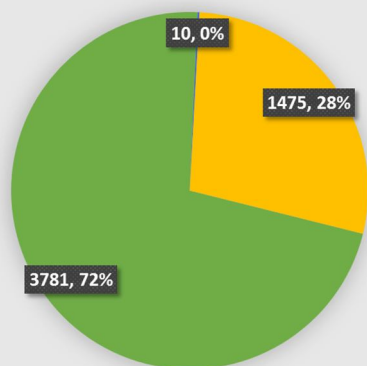


Corpus Christi Army Depot

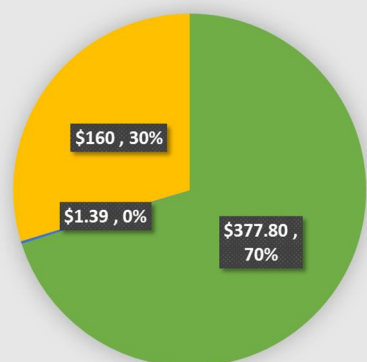
Overview: "The Cornerstone of Aviation Readiness"

CCAD for short, the Corpus Christi Army Depot is the largest tenant of the Corpus Christi Naval Air Station. The industry leader of repair and overhaul for helicopters, engines, and components in Army Aviation; the largest helicopter repair facility in the world; and the largest industrial employer and economic engine in South Texas, CCAD is essential to the surrounding local community and Department of Defense. CCAD prides itself as being the "Cornerstone of Aviation Readiness."

CCAD Workforce
Total: 5,266 Personnel



CCAD Payroll
Total: \$631 M



■ Department of Army Civilians ■ Active Duty ■ Contractors

Mission Statement

- ★ Return rotary wing aircraft and components to the DoD and other government organizations with uncompromising quality, at the lowest possible cost, in the shortest amount of time possible.
- ★ Safeguard the workforce. Integrate safety and risk mitigation into every aspect of depot operations.
- ★ Support the Army's accident investigation processes worldwide with materials expertise and laboratory analysis.
- ★ Assess, evaluate and repair forward-deployed aircraft and components worldwide. Provide on-site depot capacity to the US Army Aviation Center of Excellence at Fort Rucker.
- ★ Support Active, Reserve and National Guard aviation maintenance skill development with hands-on training.

Economic Profile

CCAD earned \$1.13 B in revenue for FY13 against expenses of \$1.26 B resulting in a -\$133.4 M Net Operating Results (NOR). The negative NOR brings the Accumulated Operating Results (AOR) to \$68.8 M. Under the full cost recovery concept espoused by the Army Working Capital Funds, depot rates are built to reach and sustain a "near-zero" AOR. When AOR is not equal to zero, adjustments are made to planned out year rates, in order to achieve zero AOR by a specific time. With FY13's positive AOR of \$68.8 M,

customers may see additional purchasing power if the depot continues to break even in the future.

Economic Profile (FY 2013)

Category	Amount in Dollars	Category	Amount in Dollars
Total Funded Workload	\$2.1 B	Total Expenses	\$1.26 M
Military Construction since 2009	\$75.5 M	Total Revenue	\$1.13 M
Total Annual Payroll	\$631 M	Net Operating Result	-\$133 M
Economic Impact on local community	\$2.4 B	Accumulated Operating Result	\$ 68.8 M

Operations

Partnerships with private industry and original equipment manufacturers (OEMs) include some of the major influencers in aviation and have been integral to the depot's work in aircraft and component production.

OEM Partners

CCAD works closely with four Technical, Engineering and Logistical Services and Supplies (TELSS) OEM contracts to ensure quality support to its customers. In turn, these partnerships benefit from shared efficiencies and CCAD's unique capabilities. These TELSS's include: Boeing Company, General Electric, Sikorsky Aircraft Corporation, and Honeywell International.

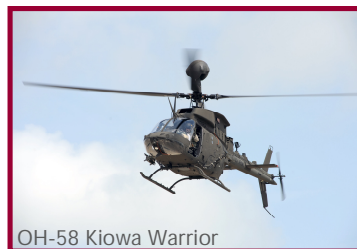
Additional Procurement & Services Contracts

CCAD has strong and collaborative contracts with most well-known entities in the aviation industry. In FY13, there were a total of 1,151 contracts worth \$142.6 M. This included 680 new contracts and 471 modified contracts. The following are just some of CCAD's contracts:

- L3 Communications*
- Gold Belt Falcon
- Telesto Group
- Cape Environmental
- Computer Science Corp
- Congleton Inc.
- Vanguard Resources Corporation
- SIDTEK
- Bell Helicopter
- Knowledge Based Systems
- Gleason Research Associates
- Kcorp Technology Services Inc.

Aircraft & Major Components

Aircraft production accounts for **30% of CCAD revenue**, and plans, coordinates and executes recapitalization, and repair on the major helicopter platforms of the Army, DoD and other US and foreign customers. **70% of the total revenue is component repair and production**, which includes planning, coordinating and executing hydraulic, mechanical, electrical, avionics, instruments, bearings, aircraft rotor systems, rotary wing, rotor heads, rotor controls, and related aircraft component.



Beyond the Base

Community Partnerships

Whether it's donating food, speaking to children about the dangers of drugs and alcohol, or working with local businesses, CCAD's commitment to the community continues year after year. Some examples include:

Combined Federal Campaign — annual giving opportunity during which employees donate a portion of their paycheck to the charities of their choice, resulting in more than \$480,000 in donations in 2013.

Operation Christmas Spirit — employee-initiated tradition celebrating its 33rd year. Families and friends visit local nursing homes to spread holiday cheer, distribute gifts, sing Christmas carols, and visiting with residents.

Advanced Employment Services for Mental Health — partnership to provide custodial services and supplies throughout the depot.

The Boeing Company

- ★ \$116.8 M contract value
- ★ 3,200 repairs and services
- ★ CH-47 Chinook support with 83 component programs
- ★ AH-64 Apache support with 43 component programs



General Electric

- ★ \$144.2 M contract value
- ★ 1,000 repair parts and services
- ★ T700 family of engines, modules and components



Sikorsky Aircraft

- ★ \$138.3 M contract value
- ★ 7,200 repair parts and services
- ★ H-60 helicopters and components



Honeywell International

- ★ \$32.7 M contract value
- ★ 1,300 repair parts and services
- ★ T55 engine and components



L3 Communications

- ★ \$78.2 M contract value
- ★ Primary contract for logistical, administrative and base operations support. Adds skilled labor in inspection, maintenance and repair of rotary wing aircraft and components.



Achievements

Items (Production Cont.)	
Aircraft	Components
UH-60 Black Hawk	T701 Engine
HH-60 Pave Hawk	T55 Engine
AH-64 Apache	Engine components
CH-47 Chinook	Transmissions + Gearboxes
OH-58 Kiowa Warrior	Hydro-Mechanical Units
RQ-7 UAS Shadow	Rotor Blades + Bearings + Instruments Avionics

CCAD has distinguished itself with quality work, as demonstrated by: UH-60 re-capitalization program, Army Award for Maintenance Excellence, and the Robert T. Mason Award for Depot Maintenance Excellence.

UH-60 Recapitalization Program reduces the costs of replacing aging helicopters with new ones, saving taxpayers approximately \$12 million with each rebuild. Since 2003, the program has saved the taxpayer more than \$20 billion through a number of programs designed to save time and costs.

Army Award for Maintenance Excellence (AAME) awarded by the Army Chief of Staff in recognition of Army units and activities that have demonstrated excellence in maintenance operations.

Robert T. Mason Award for Depot Maintenance Excellence is the highest award for depot-level maintenance in all of DoD, awarded by the Secretary of Defense Maintenance to an outstanding facility that exemplifies responsive, transformed support to DoD operating units.



Environmental Impact

As the largest tenant on Naval Air Station Corpus Christi, CCAD strives to meet standards set by Texas Commission on Environmental Quality and United States Environmental Protection Agency. In FY13, CCAD completed 92% (123) of scheduled EMS audits and made many process improvements to reduce its environmental liability, including:

Environmental Management System (EMS) — By reducing waste, material use, and energy consumption, this system not only guarantees consistent environmental results, it also achieves significant cost avoidance while working in accordance with ISO 14001 and Department of Army guidance.

Waste Stream Evaluations — Capture and reuse R22 refrigerant, eliminating the operation of two 90-day hazardous waste facilities.



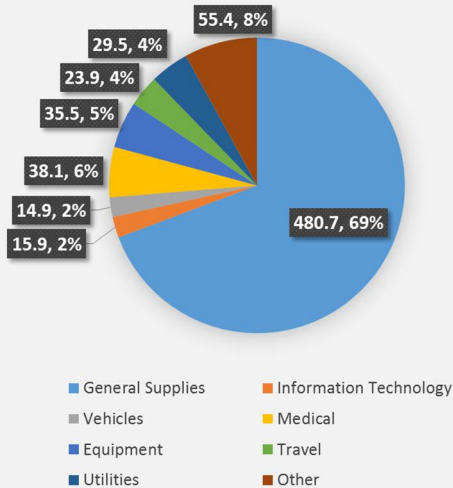


Fort Bliss

Overview: "Three States, Two Nations"

Established in 1849 and located in El Paso, Texas, Fort Bliss is comprised of 1.12 M acres of land in Texas and New Mexico, making it the largest installation in United States Army Forces Command (FORSCOM) and the largest DoD controlled airspace. It is home to excellent ranges and training areas, the longest runway in the Army, and accommodates every weapon system in the US Army. Fort Bliss is a premiere facility for training, mobilization, and deployment of combat forces. Weather is excellent for year-round training, averaging 340 flying days per year with a cross section of seasons to enhance readiness. Located among a surrounding population of more than 2.5 M, which is referred to as "Three States, Two Nations," Fort Bliss is the single largest employer in the area.

Fort Bliss Annual Operating Expenditures
Total: \$693.9 M



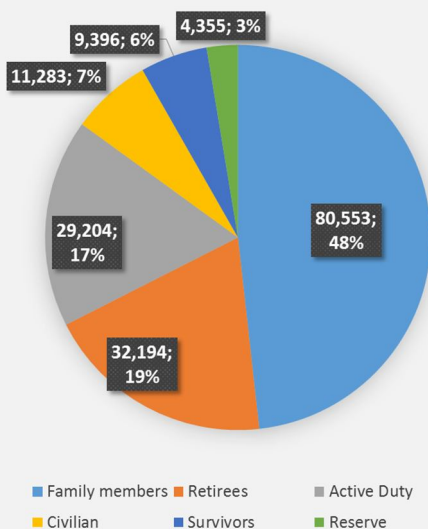
Mission Statement

Fort Bliss sustains, trains, mobilizes, and deploys both military and civilian Unified Action Partners to conduct global Unified Land Operations; develops leaders and supports Army capabilities integration; and provides for the well-being of our soldiers, airmen, DoD Civilians, and other federal employees, families, and veterans in partnership with El Paso and other surrounding communities in Texas and New Mexico.

Economic Profile

Fort Bliss is the single largest employer in the area with an estimated annual direct contribution of more than \$5.5 B to the economy. The base supports a total population of 166,985 among the active duty soldiers, reserves, retirees, civilians from the DoD, survivors, and their family members.

Fort Bliss Supported Population Total: 166,985



Operations

Capacity and utilization

Fort Bliss is part of the largest DoD controlled airspace in the world and can accommodate every weapon system in the US Army. The post is comprised of state-of-the-art training areas, ranges, and facilities. The installation's ranges have the distance and depth that allow equipment to be tested to the fullest extent. The three main base camps on each major range can support the training requirements of most operating forces.

Economic Profile (FY 2013)

Category	Amount in Dollars
Total Personnel Compensation	\$4.45 B
Total Operating Expenses	\$693.9 M
Total Military Construction	\$148 M

Facilities & Resources

28.1 M sq ft	94 Training Ranges
1.1 M Acres	10 Villages in Operation
5,122 Buildings (3,812 Family Units)	13,554 Foot Runway (longest runway in the Army)

Tenant Units

Joint Task Force North (JTF North)

A USNORTHCOM Joint Service Command and supplementary military capability.

- ★ Protects the US along the border
- ★ Works with federal law enforcement
- ★ Handles transnational threats such as: terrorism, narcotics trafficking and aliens smuggling weapons of mass destruction



32nd Army Air & Missile Defense Command (AAMDC)

A support unit to USCENTCOM & other

Combatant Commanders.

- ★ Rapidly deploys forces worldwide
- ★ Conducts joint air and missile defense operations
- ★ Provides air missile defense protection of critical assets and supports regional security



United States Army Sergeants Major Academy (USASMA)

Professional military education program operating under TRADOC.

- ★ Founded in July 1972 and graduated its first students in 1973
- ★ Develops broadly-skilled noncommissioned officers and enlisted soldiers
- ★ Has graduated more than 120,000 soldiers from various Noncommissioned Officer Education System courses

1st Armored Division

A USCENTCOM regionally aligned headquarters assigned to US Army Forces Command (FORSCOM).

- ★ Supports security cooperation
- ★ Provides trained forces to combat commanders
- ★ Capable to serve as a Joint Task Force (JTF)-HQ and conduct Decisive Action operations worldwide
- ★ Largest unit on post with approx. 20,000 personnel



William Beaumont Army Medical Center (WBAMC)

Medical center providing care for military personnel and their eligible family members.

- ★ Over 3,000 employees
- ★ Specializes in complete medical care
- ★ Hosts a medical education program
- ★ Serves as a trauma center for the surrounding community



Brigade Modernization Command (BMC)

Operates under the US Army's Training and Doctrine Command.

- ★ Primary purpose is to change how capabilities are delivered to soldiers and deliver capability solutions into the hands of soldiers rapidly
- ★ Conducts physical integration and evaluations of the network, capability packages, and other adaptive and core capabilities
- ★ Provides organization, training, materiel, leadership, education, personnel, and facilities recommendations

Contracts

In FY2013, Fort Bliss processed 2,043 contracting actions for a total of \$228 M. A list of the major contractors on post and a brief description of their services is provided.

Beyond the Base

Achievements

Fort Bliss has undergone a massive restructure to better meet the goals of the Army and the nation:

- ◇ Tripled its military strength over 10 years to become the third largest base in the Army in total military population;
- ◇ Stabilized as one of the Army's most important training facilities and the military's busiest deployment points;
- ◇ Will increase missions with the addition of a



major United States Air Force training center and the Combat Readiness Center; and

- ◇ Largest mobilization platform and is the only joint mobilization station in DoD.



Fort Bliss will continue to be the Army's premier installation and one of DoD's flagship installations comprised of state-of-the-art training areas, ranges, and facilities; led by adaptive, innovative, and warrior-focused professionals concentrated on individual and unit readiness, leader development, deployment, security, and the well-being of the post and the community.

Contractors on Base

Name	Description
Pride Industries	Facilities Support Services
Hensal Glass& Sons, Inc.	Glass and Glazing Contractors
Allsource Global Management, LLC	Educational Support Services
Miratek Corp.	Historical Sites
Oneok, Inc.	Natural Gas Distribution
Milvian Solutions LLC	Engineering Services
World Wide Technology, Inc.	Other Computer Peripheral Equipment Manufacturing
Statistical Research, Inc.	Environmental Consulting Services
Vantex Service, L.P.	Septic Tank and Related Services
Transource Services Corp.	Electronic Computer Manufacturing
Scientific Research & Technology, Inc.	Environmental Consulting Services
Gulf South Research Corporation	Facilities Support Services
Geo-Marine, Inc.	Environmental Consulting Services
Eclipse Business Group, Inc.	Educational Support Services
Sunlight Enterprises Co., Inc.	All Other Specialty Trade Contractors

Community Partnerships

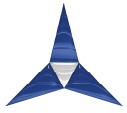
Fort Bliss enjoys an exceptional relationship with the City of El Paso and receives strong support from the community. This includes:

- ★ Base leaders serving on numerous area Chambers of Commerce
- ★ Maintaining a working relationship with the El Paso Mayor's Office and city representatives
- ★ The Partners in Education Program — Soldier involvement supports the school and private sectors by providing role models for students and improving the quality of education
- ★ Agreements with the City of El Paso Police and Fire Departments for mutual support

Environmental Impact

Of its 1.1 M acres, less than one percent has comparative environmental constraints.

- ★ Archaeological sites, protected playas, and grasslands are situated in scattered and avoidable areas that do not hinder exercises or training.
- ★ A Joint Land Use Study by Fort Bliss and El Paso area city governments found desalination as a viable method for increasing El Paso's water supply by 25 percent and created the Kay Bailey Hutchinson Desalination Plant. The plant is currently the world's largest inland desalination plant and has the capability to produce 27.5 million gallons of fresh water daily. (See picture left.)



Fort Hood

Overview: "The Great Place"

Home to the III Corps Headquarters and a multitude of additional units, Fort Hood is the largest active duty armored post in the United States Armed Services. Since 2003 Fort Hood has deployed and redeployed over 800,000 Soldiers in support of Operation Iraqi Freedom (OIF), Operation New Dawn (OND), and Operation Enduring Freedom (OEF). Resting in the "hill and lake" country of Central Texas between Killeen and Copperas Cove, approximately 60 miles north of the capital city of Austin, Fort Hood prides itself on knowing that what makes it the "Great Place" are the people who works to protect the communities of this state and country.

Mission Statements

Fort Hood Army Garrison — To provide unparalleled service with a proactive workforce in order to ensure combat ready soldiers and provide comprehensive family support.

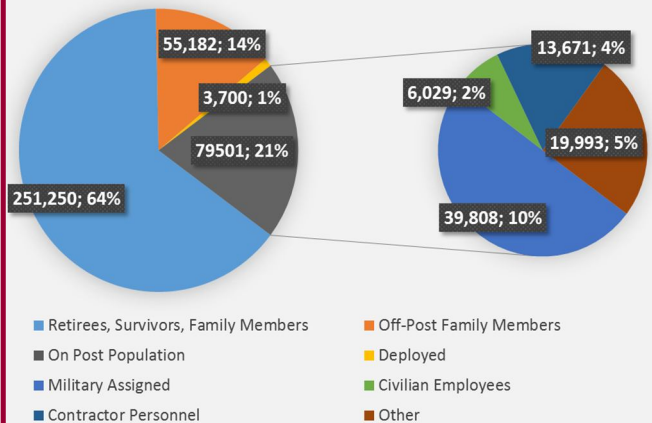
The III Corps — To prepare soldiers and units for combat and take care of soldiers, families, and civilians at the "Great Place."

Economic Profile

With a regional population of 396,000, seven surrounding cities partner with and provide substantial quality of life support to Fort Hood. Almost 98% of the 41,000+ soldiers assigned and their family members live within 10 miles of the installation. These soldiers are complimented by more than 20,293 civilian employees, making Fort Hood the

Economic Profile			
Category	Amount in Dollars	Annual Operating Budget FY12	Amount in Dollars
MCA projects under construction	\$787.8 M	Army Family Housing	\$1.7 B
Capital Investment since 2010-14	\$955 M	Operations & Maintenance	\$422 B
Annual Economic Impact	\$25.3 B	Total Executed	\$424.6 B

Fort Hood Total Supported Population: 385,933



largest single site employer within the state.

In 2012, the Texas Comptroller of Public Accounts determined that Fort Hood's annual, statewide, economic impact was \$25.3 B.

In addition, Fort Hood has several programs in place to ensure effective operations at the highest capacity.

- ★ Long-term infrastructure improvements including a Master Plan Vision of "The Great Place" with accessible campuses, walkable small towns, and modern, energy-efficient infrastructure.
- ★ The Military Construction Army (MCA) — funding program to reduce large square foot deficits while improving facility conditions. Fort Hood has 16 projects in construction and one under design, all slotted for completion between Fiscal Years 2014 and 2019.
- ★ Restoration and Modernization (R+M) Program — focuses on sustaining the facilities needed (preventive maintenance), disposing of excess (demolition), and improving what already exists (restoration and modernization) leading to a decrease in MILCON funding across the Army and an increase in sustainment, restoration, and modernization funding. Fort Hood looks to execute over \$900 M over the next seven year to ensure existing facilities meet their mission.

Operations

Tenant Units — Among over 20 units assigned to Fort Hood, along with the III Corps and Garrison make up the tenant functions of the Base.

III Corps Headquarters

A major formation of the United States Army Forces Command and a major center of force training and deployments since its organization during WWI. They are sometimes known as the Phantom Corps and prepared to lead full-spectrum operations as a joint, combined, or interagency headquarters.

United States Army Garrison Fort Hood

Prepared to respond with first class service to soldiers and families of Fort Hood, allowing units to focus on training. Provides the installation capabilities, services and a quality of life that enable forces to execute expeditionary operations in times of persistent or unexpected conflict.

11th Military Police Battalion Criminal Investigation Division (CID)

Supports commanders and conducts criminal investigations of serious, sensitive, or special incidents in order to bring criminals to justice, prevent crime, and preserve the force and Army resources.

Carl R. Darnall Army Medical Center

As the medical center of the Army's premier power projection platform, CRDAMC supports more than 42,000 active duty personnel and more than 145,000 family members and retirees within a 40-mile radius. On an average day, the staff at Darnall handles 3,867 (out-patient) visits, 26 surgeries, 31 admissions, 7 births, 170 Emergency Room visits, and fills 5,000 prescriptions.

3rd Air Support Operations Group

3ASOG is the US Air Forces' premier power projection. The unit prepares Airmen to deploy, fight, and win anywhere, anytime; and seamlessly integrates agile combat airpower with the supported commander in the full spectrum of joint, combined, and contingency operations.

407th Army Field Support Brigade

Activated in 2005 and headquartered at Fort Hood, the Mighty 407th AFSB and its subordinate units are responsible for enhancing the readiness of active, reserve, and national guard units in 13 states.

21st Cavalry Brigade

As the United States Army's only Combat Aviation Training Brigade, the 21st Cavalry Brigade is the foremost collective trainer of today's newest and most modernized attack and cavalry helicopter squadrons.

Network Enterprise Center

Provides transparent delivery and sustainment & defense of LandWarNet capabilities across the Fort Hood area of Responsibility enabling unity of command and synchronization of the enterprise in support of full spectrum operations.

Tactical Units Assigned

- ★ III Corps Headquarters
- ★ 1st Cavalry Division
- ★ 13th Sustainment Command
- ★ 3rd Cavalry Regiment
- ★ 4th Sustainment Brigade
- ★ 1st Medical Brigade
- ★ 41st Fires Brigade
- ★ 36th Engineer Brigade
- ★ 89th MP Brigade
- ★ 504th Battlefield Surveillance Brigade
- ★ 11th Signal Brigade
- ★ 3rd Air Support Operations Group
- ★ 11th Criminal Investigation Division
- ★ 15th Military Intelligence Battalion

Other Units Assigned

- ★ 1st Army — Division West Headquarters
 - 120th Infantry Training Support Brigade
 - 166th Aviation Training Support Brigade
 - 479th Field Artillery Training Support Brigade
- ★ Operational Test Command
- ★ US Army Garrison Fort Hood
- ★ Army Medical and Dental Activity
- ★ 407th Army Field Support Brigade
- ★ 418th Contracting Support Brigade
- ★ 69th Air Defense Artillery Brigade
- ★ 21st Cavalry Brigade
- ★ 48th Chemical Brigade
- ★ 85th Civil Affairs Brigade

Reserve Component Mobilization

Fort Hood is one of the Army's five Primary Mobilization Force Generation Installations (PMFGI) which supports Army National Guard and Army Reserve post mobilization training. The primary units trained at Fort Hood in support of overseas contingency operations are: **aviation operations, transportation operations, medical operations, and division and brigade level command and control operations.**

The Directorate of Plans, Training, Mobilization and Security (DPTMS) is responsible for mobilization support on Fort Hood, while the Mobilization Division within DPTMS manages the coordination and execution of installation support to the Hood Mobilization Brigade. **Since September 2001, 87,661 service members have mobilized through Fort Hood** including more than 17,258 soldiers from Texas.

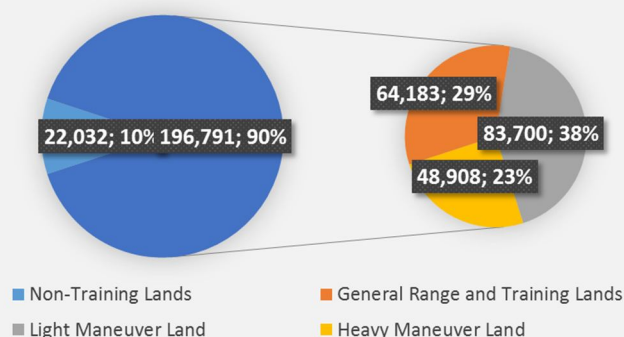
Fort Hood's ability to sustain an extremely high volume of mobilized soldiers is due in large part to expanded facilities on the north side of post. North Fort Hood (NFH) is uniquely capable of supporting multiple training missions simultaneously by providing facilities and resources which support a current peak capacity of 2,636 mobilizing troops.

Capacity Utilization

Fort Hood continues to support the **largest concentration of armored military capabilities** within the Army with three Armored Brigade Combat Teams and a Stryker Brigade Combat Team assigned to the installation and an Active-Army component 2012 end strength of over 41,000 soldiers.



**Fort Hood Base Size in Acres -
Total: 218,823**

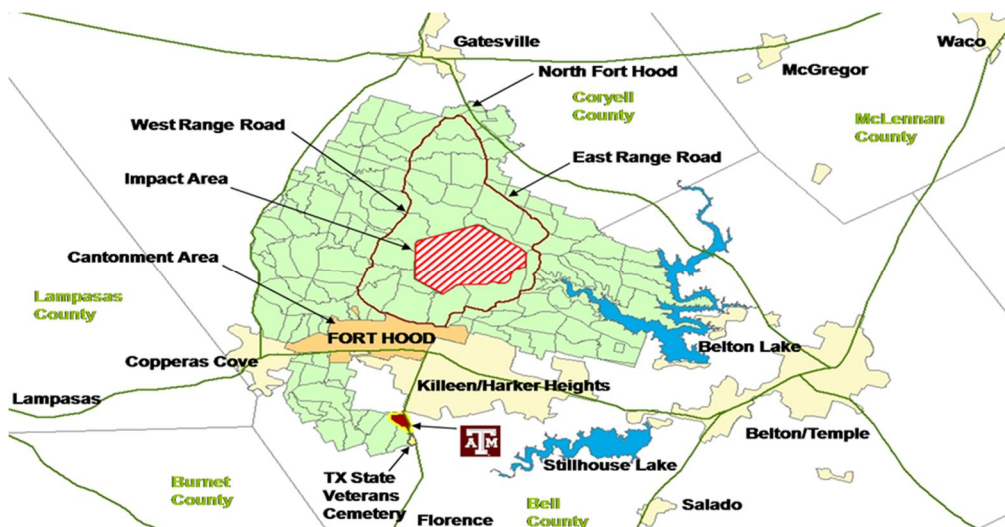


This is done through special resources, such as:

- ★ Direct access to Lake Belton and training in all phases of water obstacle and river crossing operations.
- ★ One of the Army's largest mission training complexes (MTC), providing individual, leader, and collective digital training in a live-virtual-constructive integrated environment.

The MTC utilizes a "HUB and Spoke" concept for support and integration of digital exercises across six major installations including Forts Carson, Riley, Bliss, Sill, and Knox.

★ A combat aviation training area comprised of 15,900 square miles beginning on Fort Hood and continuing West from Bell and Coryell Counties to Runnels and Tom Green Counties. This enables US and allied military helicopter crews to train in a realistic environment, providing them with the skills required for combat aviation operations.



Beyond the Base



Community Partnerships

Fort Hood has comprehensive, formal and, informal relationships with its surrounding communities, government agencies and businesses. This includes:

- ★ Reciprocal support agreements for emergency services when disasters occur.
- ★ Partnership with the City of Austin to host job exchange programs.
- ★ Partnership with the Austin Technology Council (ATC) to provide opportunities for soldiers transitioning from Fort Hood and to educate the technology sector on the quality of soldiers leaving Fort Hood for employment in Austin.
- ★ A multitude of community activities including but not limited to: Army Family Action Plan (AFAP), Friendship for Freedom, Good Neighbor Program, Military Impacted Schools Association, Nature in Lights, Make a Difference Day, and more.

Additionally, Fort Hood has a special partnership with Texas A&M to establish an upper level university on 672 acres of Fort Hood land transferred to the Texas A&M University System (TAMUS). Construction is scheduled for completion in 2014. By establishing TAMU-CT, soldiers and family members are able to earn their academic degrees from a nationally recognized university offering programs tailored to the local population.

Achievements

Fort Hood will remain a model Army installation, with outstanding infrastructure, ranges, and power projection capabilities. On a per capita basis, soldier training is accomplished more economically at Fort Hood than at any other Army installation. The Army has consistently recognized the unique ability of Fort Hood and Central Texas to house, support and sustain upwards of 51,000 soldiers and their families in whatever formation today's and tomorrow's forces might find themselves.

Environmental Impact

Fort Hood has no training restrictions on more than 95% of its training lands. Additionally, Fort Hood is creating a culture that recognizes the value of sustainability measured not just in terms of financial benefits, but benefits to maintaining mission capability, quality of life, relationships with local communities, and the preservation of options for the Army's future. It does this through:

- ⇒ Providing assistance on the recovery efforts of the state's populations of the Black-Capped Vireo and the Golden-Cheeked Warbler;
- ⇒ Streamlining the National Historic Preservation Act process within the Texas State Historical Preservation Office and the Tribal Stakeholders, significantly reducing delays to installation undertakings and US Army training;
- ⇒ Reducing the amount of material entering the landfill by 23% in the last three years as an Army Net Zero Waste Pilot Installation; and
- ⇒ Implementing single stream recycling for all family housing homes.



Red River Army Depot

Overview: “Our Best - Nothing Less”

Located in Northeast Texas, 19 miles West of Texarkana and approximately 170 miles Northeast of Dallas, Red River Army Depot (RRAD) is a government strategic asset and an essential element of the Army's continuing transformation.

Vital Statistics

Category	Numbers
Total Employees	4,638 (6 Active Duty Military)
Largest Employer in Four-State Area	TX, LA, OK, AR
Annual Economic Impact	\$2.5 B
FY13 and FY14 Payroll	\$377.4 M
FY13 and FY14 Contracts for Construction, Supplies, and Services	\$759.4 M
Buildable Acreage Available	<10,000
Major Tenant Activities on Site	16

Mission Statement

The Red River Army Depot (RRAD) is a registered industrial complex providing responsive and innovative solutions for the Department of Defense in repair, overhaul, recapitalization, remanufacture, and conversion of combat systems and tactical vehicles. RRAD is recognized as the Center of Industrial and Technical Excellence for the Bradley Fighting Vehicle System, Multiple Launch Rocket System carriers, Tactical Wheeled Vehicles, and rubber products.



Operations

Tenant Organizations

RRAD is the host installation for sixteen major tenant activities including:

- ★ The Defense Logistics Agency's Disposition Services, Red River— mission to reutilize, transfer, donate, sell, or dispose of excess and surplus government property.
- ★ DLA-Distribution — Red River (DD-RR) occupies 800 acres on the installation and their mission is to receive, store, package, assemble, and ship assigned items and kits. Defense Distribution Red River is also able to load, unload, inspect, and perform maintenance on DoD's primary battle equipment.
- ★ Texas National Guard
- ★ US Army Reserves

As the host and landlord, RRAD provides installation support to ensure tenants have necessary facilities, utilities, and other infrastructure required to perform their missions.

Current Assessment

The mission flexibility and responsiveness of RRAD's workforce, equipment, and facilities provides it a competitive edge within the defense industry. RRAD is able to quickly shift efforts to meet changing requirements. In support of many of the recent operations in Afghanistan and the Middle East, RRAD was able to deploy teams, improve immediate readiness, and provide for the long-term sustainment of the US combat and tactical fleet.

RRAD produces two Mine-Resistant Ambush Protected (MRAP) Vehicle training platforms; the MRAP Egress Trainer and the High Mobility Multipurpose Wheeled Vehicle (HMMWV) Egress Assistance Trainer. Both pieces of equipment train soldiers how to safely exit overturned vehicles. RRAD is also the only DoD facility capable of remanufacturing road wheel and track vehicle systems and is the single qualified source of supply for M1 road wheels.

The installation proactively seeks industrial partners and has successfully negotiated over 200 teaming and 50 partnering arrangements. These relationships leverage the strengths of both parties and ultimately results in a higher quality and less expensive product for the customer. RRAD technical resources include the capability to design, fabricate and manufacture a wide variety of items ranging from specialty parts to unique prototype weapon systems and vehicles.

Beyond The Base

Environmental Concerns

RRAD's environmental policy is an integral part of its mission and primarily focus on pollution prevention, compliance, restoration, and conservation. Environmental stewardship is the responsibility of every member of the workforce, including the Strategic Partners that reside on the depot. RRAD is certified and undergoes semi-annual audits from Perry Johnson Registrars.

RRAD maintains an Integrated Cultural Resources Management Plan, an Integrated Natural Resources Management Plan and a Fisheries Management Plan, for the installation. Currently, there are no identified endangered species on site. The Texas Commission on Environmental Quality reviewed and approved RRAD's air permit application for the installation and operation of a bio-mass boiler. The new boiler burns wood chips thus reducing coal consumption and results in reduced costs as well as cleaner emissions.

Community Relations

RRAD and the surrounding community share two common goals: the sustainment and growth of RRAD and continued collaboration to ensure the viability of RRAD in the future. The Military Affairs Committee hosts several functions which sustain relations between the community and the installation. Communication is maintained with legislative representatives in Texas and Arkansas to keep them informed of issues which could potentially affect workload, funding, or personnel within the defense community.

Recently the City of Texarkana Water Utilities entered into an agreement with the TexAmericas Center (TAC), which is RRAD's purveyor of wet utilities, which will provide RRAD with access to an additional 25,000 acre foot of water from Lake Wright Patman. The Depot maintains mutual aid agreements with the local cities and municipalities to provide assistance with emergency services and other activities. Recently several joint-use projects were completed that will provide benefits to the Depot and community including:

- ★ New US Highway I-30 exchange that aligns with RRAD's main gate entrance
- ★ Upgraded the southern railroad spur on RRAD to support rail services in the Red River Commerce Park
- ★ Established a connection between US Highway 67 and US Highway 82

Outlook

Based on the decrease in military forces deployed in support of the Global War on Terror, RRAD expects a corresponding decrease in workload past FY14. The decreased workload could lead to a decrease in the installation's total workforce. This decrease in workload is based upon current projections and does not take into account the potential for workload associated with partnerships. Numerous industries have contacted RRAD to inquire about opportunities for public/private partnerships for a variety of workload opportunities supporting both the US workload and foreign military sales.



Naval Military Installations

Naval Air Station Corpus Christi

Naval Air Station Fort Worth Joint Reserve Base

Naval Air Station Kingsville



Naval Air Station Corpus Christi

Overview: "TRAWING FOUR"

Mission Statement

The overall command mission of Naval Air Station (NAS) Corpus Christi is pilot training. Training Air Wing FOUR (TRAWING FOUR) is comprised of four individual units: two primary training squadrons and two squadrons providing advanced multi-engine training. TRAWING FOUR trains over 600 new aviators every year. In addition to TRAWING FOUR, NAS Corpus Christi is the headquarters of the Chief of Naval Air Training (CNATRA) which oversees the Naval Air Training Command.

Operations

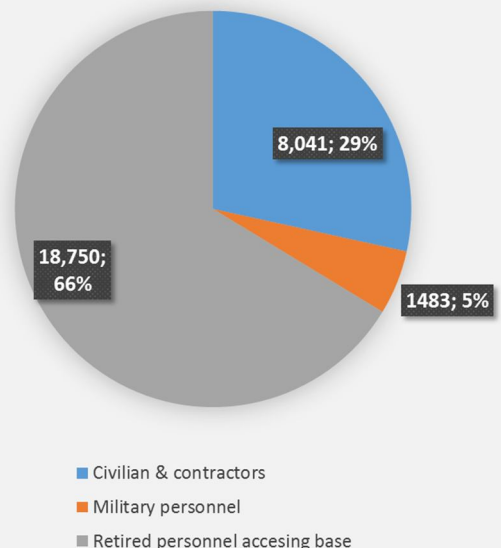
Tenant Commands

NAS Corpus Christi houses tenant commands that function to maintain and operate facilities and provide service and material support for aviation facilities and Naval Air Training Command operations. Tenant commands include:

- ★ **Corpus Christi Army Depot** - NAS Corpus Christi's largest tenant and the industry leader of repair and overhaul for helicopters, engines, and components in Army Aviation. Approximate manpower: 5,300
- ★ **Department of Homeland Security's National Air Security Operations Center, Corpus Christi** - executes the Office of National Drug Control Policy's in depth strategy and collaboratively conducts border security operations with Predator Unmanned Ariel Systems (UAS). Approximate manpower: 190
- ★ **US Coast Guard Sector Corpus Christi** - performs all Coast Guard missions with the exception of ice-breaking, conducts about 450 search and rescue cases, seizes over 5,500 lbs. of drugs, manages the safe arrival of 3,200 commercial vessels, and provides support for 47 Coast Guard cutters and small boats. Approximate manpower: 390
- ★ **Base Communications Office** - provides base communication services to support the installation, tenant commands, and authorized non-Navy activities under the Area of Responsibility of NAS Corpus Christi (three outlying airfields).
- ★ **Fleet Weather Center Component Corpus Christi** - provides timely, comprehensive, and tactically meteorological and oceanographic products and services in direct support of fleet training and readiness.
- ★ **Naval Criminal Investigative Service (NCIS)** - investigates and addresses criminal, terrorist, and foreign intelligence threats to the United States Navy and Marine Corps.
- ★ **Naval Munitions Command** - operates and maintains an explosive ordnance facility at NAS Corpus Christi, providing ordnance support to the installation and its tenants.



NAS Corpus Christi Population
Total: 28,274



Installation Resources

The base also provides housing, medical, recreational, and other quality of life services to 12,750 military personnel, dependents, and civilian employees, as well as 18,750 local military retirees. Resources available to these individuals include:

Naval Health Clinic Corpus Christi

Promotes total force health and wellness by providing ready access to high quality patient-centered care.

Other Resources:

- ★ Suicide prevention.
- ★ Personal financial management training.
- ★ Alcohol and drug prevention.
- ★ Individual deployment support facilities.

Navy Marine Corps Relief Society

Provides financial, educational, and other assistance to members of the US Naval Services.

Installation Inventory

NAS Corpus Christi is comprised of 5,622 acres and its on-base facilities are valued at \$1.7 B dollars. TRAWING FOUR conducts pilot training on Truax Field and three outlying airfields: Navy Outlying Landing Field (NOLF) Waldron, NOLF Cabaniss and NOLF Goliad. In order to decrease air traffic congestion and facilitate an increased pilot training rate, NAS Corpus Christi has leased landing rights at Aransas County Airport and Corpus Christi International Airport.

Real Property & Airfields

Total Acreage	5,622 acres
Buildings & Structures	295 @ 5.7 million square feet
Hangars	14 hangars
Family Quarters	272 units
Barracks	196 rooms
Truax Field @ NASCC	2,630 acres 1 x 8,000' runway 3 x 5,000' runways
NOLF Waldron	903 acres 2 x 5,000' runways
NOLF Cabaniss	953 acres 2 x 5,000' runways
NOLF Goliad	1,136 acres 2 x 8,000' runways

MILCON Projects

Completed

Operational Facilities for T-6 (NOLF Goliad)
Road Construction
Building Integrated Photovoltaic Cells
Dynamic Component Rebuild Facility (CCAD)
Advanced Meter Infrastructure
Rotor Blade Facility (CCAD)
New Consolidated Club
Golf Course Irrigation Reclamation System

On-Going

Facilities Recapitalization
Energy Efficient Lighting Retrofit
Clinic Restroom/Fire Alarm Upgrades
Marina
Water Treatment Plan Renovation
Waterline Replacement
Programmed
CNATRA HQ Building
Misc. Airfield Repairs
Hangar AFFF Repairs

Beyond The Base

Community

NAS Corpus Christi has several Memorandums of Understanding with local community organizations including the City of Corpus Christi, Corpus Christi Fire Department, Nueces County Emergency Operations Department, and the Coastal Bend Council of Government. NAS Corpus Christi supports the community in events such as the Beach to Bay Marathon, Pearl Harbor Day, Veteran's Day, and Memorial Day.

Outlook

With its temperate climate and unencumbered airspace, NAS Corpus Christi is able to continue fulfilling its primary purpose of flight training. Currently, the aging T-34 training fleet is being replaced by T-6 turboprop aircraft. The new aircraft provides increased training effectiveness, significant improvements in safety, cockpit accommodations, and enhanced operational capabilities. In April 2011, the NAS Corpus Christi acquired the Goliad airfield for utilization as the primary OLF for T-6 training operations. NAS Corpus Christi continues to have a positive relationship with its surrounding city and county communities.



Naval Air Station Fort Worth Joint Reserve Base

Overview: “Joint Reserve Base”

Established on October 1, 1994, as the first Joint Reserve Base in the country, NAS Fort Worth JRB's mission is to provide unsurpassed support and quality training for Reserve and Guard warfighters in all branches of the armed service.

Mission Statement

The primary mission of NAS Fort Worth JRB is to provide joint training capability and resources to enable Warfighter readiness while sustaining personnel (and families), community compatibility, and a culture of safety.

Operations

Capacity/Utilization

The capacity/utilization of the base must be measured against the needs of its primary mission – support of the joint services, reserve training and operations. These missions require hangars, aprons, runways, airspace, maintenance, training and administrative space to optimize military value:

- ★ Hangars are adequate to meet current needs with limited availability for possible future requirements
- ★ Ample apron space for 170+ aircraft, depending on size, thus affording capacity for future additional units
- ★ Runways can support additional operations
- ★ Airspace is adjacent to the Dallas-Fort Worth Airport with no limitations identified regarding air traffic deconfliction or encroachment
- ★ All buildings used in the mentioned capacities are utilized very efficiently to support the activity levels of its current tenants. Gaining future tenants will require renovation of existing buildings and possibly new construction.

Installation Inventory

27 F-16 Fighters - \$810,000,000
11 C-12R Turboprops - \$110,000,000
12 F/A-18 Fighters - \$420,000,000
14 KC-130T Tankers - \$910,000,000
4 C-40A Transports - \$312,000,000
8 C-130 Cargo Planes - \$320,000,000

Installation Assets

1,805 square acres
286 Structures
83 Housing Units
347 Barrack Units - 90% occupied
500 Off Base Rentals
Runway - 12,000'
2.3 million square feet Ramp Space
C-130, F-16 & F-18 Simulators
14 Training Routes
3,200 square miles of MOA's

Economic Impact

With operational expenses nearing \$200 M and off base housing expenditures nearing \$1.6 B, the multi-service commands at NAS Fort Worth JRB has a combined annual economic impact of \$2.3 B on the state economy.

NAS Fort Worth JRB Employment & Compensation				
Branch	Active/Full-Time	Avg. Compensation	Reserve/Traditional	Avg. Compensation
Air Force	593	\$59,902	1561	\$10,220
Army	14		319	
Marine	718		1066	
Navy	817		2190	
National Guard	219		862	
Civilian Personnel	1115	\$61,000	—	—
Base Contractors	398	\$69,540	—	
Total/Avg.	3946	\$63,480	5998	\$10,220

Tenant Units

All units on NAS Fort Worth JRB focus on providing quality training capability and resources and ensuring the Warfighters maintain the highest levels of readiness. Major commands on the installation include:

<u>Air Force</u>	Marine Aerial Refueler Transport Squadron 234	Fleet Readiness Center West Fort Worth
10th Air Force HQ (Reserve)		
301st Fighter Wing (Reserve)	Marine Aviation Logistics Squadron 41	9th Naval Construction Regiment
<u>Army</u>	8th Marine Corps District	Mobile Construction Battalion
90th Aviation Support Battalion	<u>Navy</u>	Supply Center Fort Worth
339th Military Intelligence Company	Information Dominance Corps Reserve Command	Facilities Southeast
<u>Marine Corps</u>	Operations Support Center Fleet Logistics Support Wing	Munitions Command
14th Regimental Marines	Fleet Logistics Support Squadron 59	Branch Medical Clinic
Aircraft Group 41	Tactical Support Wing	Joint Reserve Intelligence Center
Air Control Squadron 24		<u>Air National Guard</u>
Fighter Attack Squadron 112		136th Airlift Wing

Beyond The Base

Joint Land Use Study (JLUS)

In 2008, NAS Fort Worth JRB and surrounding local governments completed a JLUS to promote compatible development and community coordination. As a product of the JLUS, the communities formed the NAS Fort Worth JRB Regional Coordination Committee to enhance and maintain intergovernmental cooperation.

Regional Coordinating Committee (RCC)

RCC's main focus is compatible land use planning and development. Through innovative tools such as the Development Review Webtool which enables civilian and military officials to share information about proposed developments, RCC has become a nationally recognized model for intergovernmental cooperation.

Community Relations

Throughout the year, several opportunities arise for military-civilian interaction, such as base tours, Adopt-a-School, speaking engagements, free events, and drug education for youth training. In turn, surrounding businesses and organizations host military appreciation days and annual BBQ lunches for base personnel.

Outlook

The DFW metroplex is one of the best areas in the country for supporting the demographic requirements of a Reserve base. With both hangar and ramp space to accommodate additional squadrons, the installation is working to identify innovative ways to create more operational space.

All services are working to streamline their force structure and identify new approaches to increase capabilities through the utilization of technology. Inherently, these ventures foster a joint environment yielding a win/win for all DoD customers and employees of NAS Fort Worth JRB.

Co-location of Lockheed Martin and their manufacturing of the Joint Strike Fighter makes NAS Fort Worth JRB an excellent choice as a future site for Navy, Marine Corps or Air Force JSF squadrons and training centers. Service commanders on base have been successful in developing joint doctrine and operating procedures to create seamless functionality amongst host and tenant commands.



Naval Air Station Kingsville

Overview: “Navy Kings”

Since 1942, Kingsville, TX, has been home to NAS Kingsville. With temperate climate, unencumbered air space, and nearly 300 flying days per year, NAS Kingsville is the premiere location for naval strike flight training operations. Co-located on board the air station are facilities and contract personnel to perform all levels of maintenance on the airframe and training system. NAS Kingsville is home to 22 tenant commands and activities, including a US Army Reserve Medevac Squadron and a US Army and National Guard Reserve Center.

Mission Statement:

The primary mission of NAS Kingsville is to provide facilities and support for Training Air Wing TWO in training undergraduate jet/strike pilots for the US Navy and Marine Corps. Pilot production is the responsibility of the Training Air Wing TWO (TRAWINGTWO) and its two training squadrons, VT-21 and VT-22 utilizing the Boeing T-45 Goshawk aircraft.

Operations

Employment:

The NAS Kingsville currently employs approximately 1,656 people, accounting for about 12 percent of the Kingsville and Kleberg County workforce. The three major contractors on base are:



L-3 Communications Vertex Aerospace (L-3 Vertex) provides aircraft maintenance and logistics for the T-45 Goshawk.

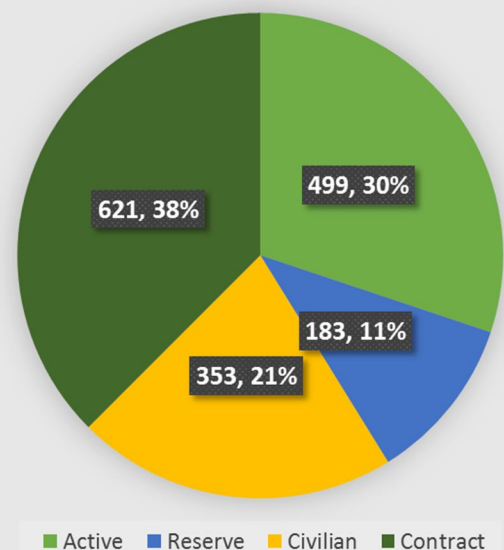


Fidelity Technologies handles flight simulator instruction and simulator maintenance for the TRAWINGTWO.



Rolls-Royce provides all engine maintenance for the T-45 Goshawk, powered by a Rolls-Royce engine, and operates the air station's Jet Engine Test Cell facility.

**NAS Kingsville
Population: 1,656**



Capacity Utilization:

Capacity utilization of NAS Kingsville is measured against the needs of its primary mission. The mission requires proper aircraft, hangar space, aprons, runways, airspace, maintenance capacity, and administrative space to optimize military value. Hangars for this training mission sufficiently meet current and projected capacity requirements.

The air station has an environmentally safe corrosion control facility, to provide T-45 maintenance requirements with capacity to support other requirements as needed. Other hangars are used to conduct modifications to the T-45 by contract support teams. For these operations, there is limited surplus apron space available for new or expanded mission as to not impact the installation's primary training mission.

NAS Kingsville At a Glance

Training Squadron 21 (VT 21)	118 Instructors & Students 11 Civilians
Training Squadron 22 (VT 22)	114 Instructors & Students 9 Civilians
Structures	1.2 M sq. feet
Aircraft	101 T-45 Goshawks 3 HH-60
Runways	4 x 8,000' (NASK) 4 x 8,000' (NALFOG)
Training Time	50 Weeks, 162 Hours
Acreage	4,000 Acres
Airspace	36,000 Cu. Miles
Ranges	McMullen - 4,000 Acres
Total Operations	237,000 + / Year (NASK) 47,869 (NALFOG 2013)
Operating Budget	2010 - \$27.36 M 2011 - \$41.02 M 2012 - \$19.60 M 2013 - \$13.72 M
Economic Impact	\$658 M Local \$820 M State

Installation Assets:

NAS Kingsville controls more than 16,000 acres of property located in three different counties. The main station consists of 4,044 acres in Kleberg County; the Naval Auxiliary Landing Field at Orange Grove, located in Jim Wells County totals 1,595 acres; the McMullen Target Range with two target sites consists of another 4,000 acres and the Escondido Ranch, home to the Relocatable Over-the-Horizon Radar (ROTHR) system sits on 6,500 acres. Within the 36,000 cubic miles of airspace controlled by NAS Kingsville there are 5 Military Operations Areas (MOAs), 1 restricted area and 2 alert areas.

Encroachment Management:

The Community Plans and Liaison Officer - Mission Sustainment represents the Commanding Officer to all internal and external stakeholders on matters related to encroachment. As a result of the Joint Land Use Study (JLUS), the City of Kingsville and Kleberg County created a Joint Airport Zoning Board possessing the ability to create compatible development policies and protect NAS Kingsville from encroachment. In 2013, the Air Installation Compatible Use Zones (AICUZ) study was updated to enable Jim Wells County to conduct a JLUS for NALF Orange Grove (NALFOG).

Memorandums of Agreement (MOA) are in place with two wind farm developers located within a 10 mile radius of NAS Kingsville. In addition to three additional MOAs in the negotiation phase, NAS Kingsville has engaged the developers of four other proposed projects which could impact operations.



Beyond The Base

Community Relations / Community Outreach:

Community outreach for the installation is coordinated by the Public Affairs Office (PAO) and Command Chaplain. The PAO responds to volunteer requests from the local community, while the Chaplain handles requests for relief drives and donation assistance.

Outreach initiatives also include the Command Tours & Visits Program. Over the past year, 21 visits were coordinated involving groups of 25 or more people. This included 7 Navy Junior Reserve Officer Training Corps (NJROTC) cadets from South Texas. Additionally, over a two day period, NAS Kingsville hosted the 2012 NJROTC Summer Camp with more than 400 cadets in attendance.

Volunteer opportunities include judging science fairs at local schools, special school events/presentations, and holiday ceremonies. More than 50 volunteers participated as servers, cooks, and logistic support for the King Ranch Hand Breakfast, a major event for Kleberg County's La Posada de Kingsville celebration.

Community Outreach efforts are also supported by the NAS Kingsville Chief Petty Officers Association, the NAS Kingsville 1st Class Petty Officers Association, the Junior Enlisted Association, and tenant commands.

Air Force Military Installations

Dyess Air Force Base
Ellington Field Joint Reserve Base
Goodfellow Air Force Base
Laughlin Air Force Base
Sheppard Air Force Base



Dyess Air Force Base

Overview: "Mors Ab Alto"

Dyess Air Force Base (Dyess AFB), home of the Air Force's only B-1B formal training unit, is situated on the west side of Abilene on 5,303 acres. Dyess holds an additional 1,017 acres in easements, 89 acres in geographically separate units, and 605 acres in leased sites.

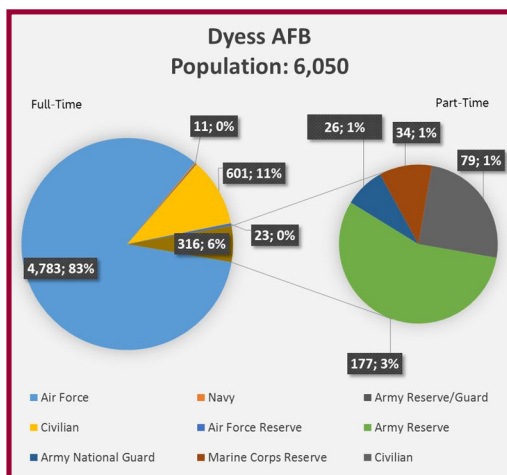
Mission Statement

Dyess AFB hosts the 7th Bomb Wing (Air Combat Command) which operates 33 B-1B Lancer bombers and is comprised of many units working in unison to support logistic, operations, medical, and support functions. The mission of the 7th Bomb Wing is to provide dominant air power and combat support to joint force commanders.

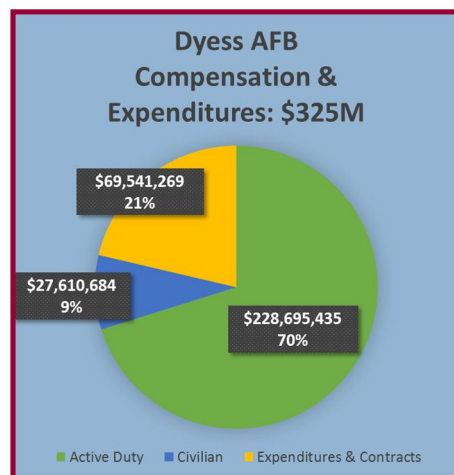


Operations

Population, Housing & Compensation:



Dyess AFB Housing	
On Base	
Dormitories	11
Family Housing Units	674
Off Base	
Apartments	402
Family Housing Units	674



*Dyess AFB extends medical resources and facilities to over 12,305 retirees in the area.

7th Bomb Wing Groups:

- ★ **7th Operations Group** - executes global conventional bombing is the Air Force's largest B-1B operation group with 33 B-1s and 1,100 personnel assigned to its four squadrons
- ★ **7th Maintenance Group** - supports the bomb wing, deployed units, and associate units at Dyess AFB. Support functions include inspection of the B-1 fleet, parts fabrication, and B-1 & C-130 equipment maintenance
- ★ **7th Mission Support Group** - manages the administrative, education, computer and communications systems, charged with sustaining the peak performance of the physical installation, and its members
- ★ **7th Medical Group** - delivers personalized healthcare for all military and civilian personnel, families, and retirees

Reserve & Guard:

- ★ **1 Motor Transport Maintenance Company, Marine Corps Reserve** - provides intermediate tactical vehicle maintenance support to Marine Corps Forces Reserve Units in ten states
- ★ **413th Civil Affairs Battalion, Army Reserve** - provides foreign humanitarian aid to various international locations
- ★ **Texas Army National Guard 11th Engineering Battalion** - supports the operations of the TXARNG



317th Airlift Group

Dyess AFB also hosts the 317th Airlift Group with the mission of transporting troops, equipment, and supplies in support of military operations. The Airlift Group is often involved in humanitarian disaster relief, such as the Haiti earthquake of 2010, and emergency evacuation of US nationals .

The 317th Airlift Group is comprised of the 39th and 40th Airlift Squadrons, 317th Aircraft Maintenance Squadron, 317th Maintenance Squadron, and the 317th Operations Support Squadron and utilizes C-130 aircraft to achieve their mission.

Beyond The Base

Community Relations

Dyess AFB is proud of its relationship with the city of Abilene and the "Big Country". Support from the Abilene community complements Team Dyess in providing a foundation for power projection. The Chamber of Commerce established the Military Affairs Committee (MAC), which oversees various programs and events, and serves as a community, city, and military base liaison. The MAC host social and working events and visits both military and civilian leaders to communicate the needs of Dyess AFB. The relationship between Dyess AFB and Abilene is considered the benchmark for base-city relationships and is illustrated by the existence of a traveling Air Force award. The "Abilene Trophy" is awarded to Air Mobility Command installations that demonstrate an outstanding relationship with its host communities.

In addition to mutual civic support, Dyess AFB and local community organizations engage in **Memorandums of Agreement/Understanding** including:

Firing Range Utilization - use of Abilene Police Department ranges

Criminal Justice Services - access to Taylor County Jail system

Perimeter Security - off-base patrols ensuring protection of Dyess AFB

Crisis Situations - use of Abilene Police Department Special Weapons and Tactics team in hostage or crisis situations

Training Areas - ability to conduct training operations off-base

Fire Suppression - mutual aid in fire prevention and hazardous material incident response

Noah Project - social services for military personnel and families involved in domestic violence

Hendricks Medical Center - medical support in the event of a disaster

Installation Capacity

17 Hangars

13,500' x 300' Runway

2 Assault Landin Zones

Cargo/Personnel Landing Zones

Recent Upgrades

Completed

\$11.5 M - B-1 Corrosion Control Hangar

\$8.4 M - Dormitory Renovations

\$2 M - Water Main Repair

\$1.4 M - Family Campground

\$100 K - RV Expansion

In Progress

\$9 M - Dormitory Renovations

\$6.5 M - Maintenance Consolidation

\$4.7 M - Engineering Consolidation

\$4.5 M - Small Arms Firing Range

Outlook

Dyess AFB possesses several characteristics that make it an attractive locale for the continuation and expansion of Air Force operations. Land use zoning has prevented runway and airspace encroachment yielding limited imposition on flight operations. With ample land, both on and off the installation, future development costs would be minimal. The base enjoys a healthy construction environment with comparatively low construction costs, a highly skilled work force, and ideal building weather.



ELLINGTON FIELD JOINT RESERVE BASE

Overview: "Ellington "

Ellington Field Joint Reserve Base is a 190 acre joint use civil and military airport located approximately 20 miles south of Houston. Hosted by the Texas Air National Guard's 147th Reconnaissance Wing, Ellington Field JRB is the home to numerous units, each with important missions and impressive capabilities.

Operations

147th Reconnaissance Wing (TXANG)



Mission: Unmanned intelligence, surveillance and reconnaissance

Assets: 11 x MQ-1 Predator Aircraft, & 1 RC-26 Aircraft with Counter Drug Package

Personnel: 1,000 Military & Civilian

Operating Budget: FY13 - \$26,402,500 & FY14 - \$26,330,300

MILCON: Completed - \$1.8 M M&I Facility, In Progress - \$6 M UAV Hangar, Programmed - \$6 M Operations & Training Facility, \$3.4 M Crew Readiness Facility, \$1.8 M Munitions Maintenance Bay

1-149th Attack Reconnaissance Battalion (TXARNG)

Mission: Equipped and trained attack battalion for combat

Assets: 16x AH-64D Apache Longbow Helicopters

Personnel: 410 Soldiers

Deployment History: Bosnia 2004, Iraq 2007, Afghanistan 2013 & Hurricanes Katrina, Rita & Ike

Outlook: Possible replacement of AH64Ds with low number of UH-60 Blackhawks in FY 16



75th Training Command (US Army Reserve)

Mission: Mission command and staff training

Assets: 40,000 sq. ft. facility, Distributed Simulation Capability (remote interactive training modules)

Personnel: 600 Soldier & Civilian - 3 General Officers

National Command Structure: Commanded by MG, 5 Divisions lead by BGs & 15 Brigades led by COLs

United States Coast Guard Air Station Houston

Mission: Search & rescue (SAR) and maritime security, law enforcement, and environmental protection

Assets: 3 MH-65D Dolphin Helicopters

Personnel: 18 Officers, 6 Enlisted, 2 Civilian & 26 Volunteers (Cost Guard Auxiliary)

Mission History: 4200 flying hours between 2011-2013 & 120 SAR cases, with 40 lives saved annually



Navy Operations Support Center, Houston

Mission: Provide administrative support to Selected Reservists during drill and annual training

Personnel Supported: Over 1,000 Sailors in 21 Reserve commands and detachments

Assets Provided: Facilities, training & logistical support

Coordination: Work with Marine Corps Reserve, Army Reserve, Air Force Reserve and Air National Guard





Goodfellow Air Force Base

Overview: "Standard for Innovation, Agility & Professionalism"

Since the 1940's under the then-named San Angelo Air Corps Basic Flying School, Goodfellow Air Force Base (Goodfellow AFB) has been an integral part of the US Air Force and San Angelo, TX. Home to the 17th Training Wing and situated on 1,235 acres, Goodfellow AFB continues to achieve its mission of specialized training for Air Force personnel and members of the other armed services. With 26 facilities totaling over 501,000 sq. ft., Goodfellow AFB is home to the Air Force's largest Secure Compartmented Information Facility (SCIF).



Mission Statement

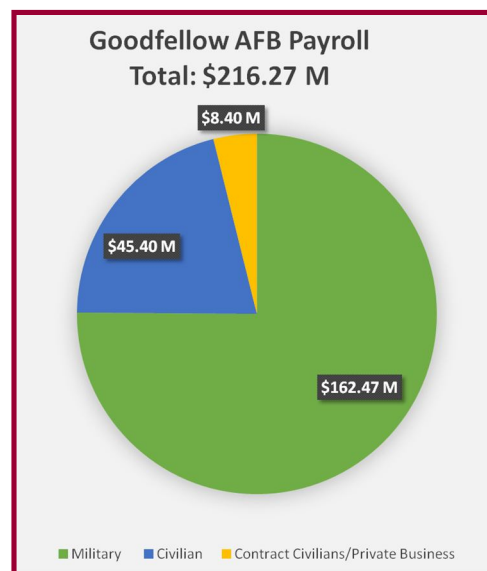
The wing's mission is to train excellent intelligence, surveillance, and reconnaissance (ISR) and fire protection professionals for America and her allies.

Operations

Employment & Compensation

Goodfellow AFB Employment				
	Military Personnel		Civilian Personnel	
Branch	Permanent	Student	Civil Service	Contractor
Air Force	929	983	642	357
Army	103	570	11	69
Marine Corps	37	214	1	0
Navy	30	80	2	2
Coast Guard	1	1	—	—
Other	—	—	514	—
Total	1,100	1,848	1,170	428

- Total # of Dependents: 2,081
- Supported Retirees: 4,200



Training Components & Tenant Units

17th Training Group Four squadrons responsible for training and advanced education courses for ISR and fire protection	517th Training Group Geographically separated unit in Monterey, CA, conducts linguistics training for 24 different languages	17th Mission Support Group Six squadrons providing logistical and personnel support to Goodfellow AFB	17th Medical Group Two squadrons servicing the base population with dental and outpatient healthcare
344th Military Intelligence Battalion Army firefighting and intelligence training; largest tenant unit on base	Marine Corps Detachment Trains and supports firefighting and signal intelligence training; more than 1,000 Marines per year	Navy Center for Information Dominance Delivers full spectrum cyber information warfare and intelligence training	

Installation Resources

Family

- ★ **Goodfellow Airman & Family Readiness Center** - one-stop-shop for personal and family assistance with referral and leadership consultations for:
 - Deployment Support
 - Relocation
 - Emergency Financial Assistance
 - Personal Financial Readiness
- ★ **Key Spouse Program** - supports airmen's family during deployments
- ★ **Discovery Resource Center** - educational services for DoD personnel and their family
- ★ **Military Family Life Consultant** - counseling services addressing military lifestyle stress and adjustments
- ★ **Transition to Civilian Life** - 5 day workshop providing transition assistance

Children

- ★ **Military Child Education Civilian School Liaison Officer** - advocates for educational needs of military children and ensures school awareness of unique issues impacting children
- ★ **Child Development Center** - provides child care to military and civilians on base
 - Give Parents a Break Program
- ★ **School Age Program** - offers children from ages 5-12 a variety of educational and entertaining experiences such as science experiments and bowling
- ★ **Youth Center** - fee based services for children 9 and older.
 - 4-H Program
 - Field trips (i.e. space/aviation camps)

Access is provided to the Boys & Girls Club of America

Beyond The Base

Memorandums of Understanding / Community Partnerships

Goodfellow AFB, the City of San Angelo, and the greater Concho Valley Region, composed of 13 counties, sustain strong relationships with all communities realizing mutual benefit.

Currently, Goodfellow AFB has more than 20 Memorandums of Understanding with local organizations. As an integral part of the community, Goodfellow AFB provides the surrounding area with services including: aid in fire suppression and HAZMAT response, emergency response and training, access/use to natural resources, military working dog team support, incident emergency management training, and internships to students of the local college.

In return, the local community provides Goodfellow AFB with multiple municipal services including: emergency medical support, jail services, asset security, use of police firing range and SWAT resources, recycling initiatives, weekend transportation off base, and career services. Furthermore, through the donation of more than 100 acres of land from the City of San Angelo, Goodfellow has developed half of the track into 133 housing units.

Exhibiting the value of joint service agreements, Goodfellow AFB provides hurricane or catastrophic evacuation and re-constitution support for Naval Air Station Corpus Christi.

Community Activities

Weekly, Goodfellow AFB is involved in various civic organizations and outreach activities:

- ★ **San Angelo Chamber of Commerce** - 17th Training Wing Commander serves as an ex-officio board member; participation in the Order of Merit luncheon, recognizing the most service minded junior enlisted joint service member
- ★ **Angelo State University Military Appreciation Day** - free admission to all sporting events in the community
- ★ **San Angelo Stock Show and Rodeo** - volunteer logistics help
- ★ **Home for the Holiday** - leadership arranges students who stay on base over holidays to be hosted by members of the community



Laughlin Air Force Base

Overview: "Team XL"

Laughlin Air Force Base (Laughlin AFB), located six miles east of Del Rio, is one of the busiest airfields of the Air Force. The great climate and extensive airspace enable Laughlin AFB to consistently produce over one-third of all new pilots for the Air Force each year. In 2013, Laughlin AFB graduated 329 pilots.



Mission

Laughlin AFB is home to the 47th Flying Training Wing, which has the primary mission of providing specialized undergraduate pilot training for US Air Force active duty, Reserve, Air National Guard and international student pilots.

Operations

Installation Inventory

104 x T-6A Texas IIs - two seat, single engine trainer for primary pilot training

65 x T-38C Talons - high-altitude, twin engine, supersonic jet trainer for specialized undergraduate pilot training

48 x T-1A Jayhawks - medium range, twin engine jet trainer used in advanced phases of specialized undergraduate pilot training

Installation Assets

3 Parallel Runways

- ★ 8,852' x 150'
- ★ 8,316' x 150'
- ★ 6,236' x 150'

Installation Contractors

URS Federal Support Service Inc.
Reece Albert Inc.
Akima Facilities Management, LLC.
Ingenesis, Inc.
Valeria Molina

47th Flying Training Wing

In addition to Laughlin AFB's primary pilot training mission, 47th Flying Training Wing also deploys Airmen worldwide in support of the Air and Space Expeditionary Force Construct. This construct provides Air Force combat and combat support forces to meet the nation's requirements for peacekeeping operations and overseas contingency operations.

47th Medical Group

47th Medical Group is an outpatient clinic comprised of more than 151 active duty and civilian personnel. The 47th Medical Group works to provide an healthcare promoting innovation and a healthy community. The clinic's primary patient population is comprised of active duty personnel and their family members, as well as retirees from the community. The clinic houses a health and wellness center and provides dental, family advocacy, family health, immunization, mental health, occupational medicine, optometry, pediatrics, pharmacy, public health, radiology, and women's health services.

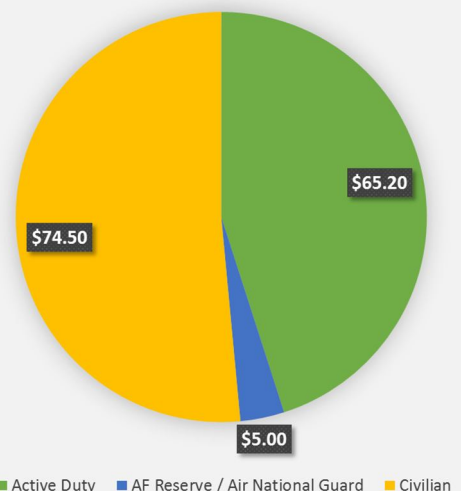
Economic Impact

Laughlin AFB is the largest employer in Val Verde County with **1,400 active duty military** and **946 civilian employees**. Through its operations and personnel, Laughlin AFB provides an economic boost to the local area of more than **\$218 M annually**.

Laughlin AFB Expenses

Compensation	\$144.7 M
Base Operations & Maintenance	\$31.1 M
Contracts	\$22.5 M
Other	\$5.8 M
Total	\$204.1 M

Laughlin AFB Payroll Total: \$144.7M



Base Contractions

Other services provided by defense contractors include aircraft services, jet engine repair and HAZMAT management.



Future Needs

Airfield Drainage - \$13 M; water underneath the concrete washed out base course, creating debris and subsurface cavities under the airfield

13C/31C Runway Shoulders - \$5.2 M; install 10ft. Asphalt cement shoulders on runway to prevent potential incidents

Base Entrances - \$12 M; Base entrance requires upgrades to bring them up to compliance with unified facilities criteria

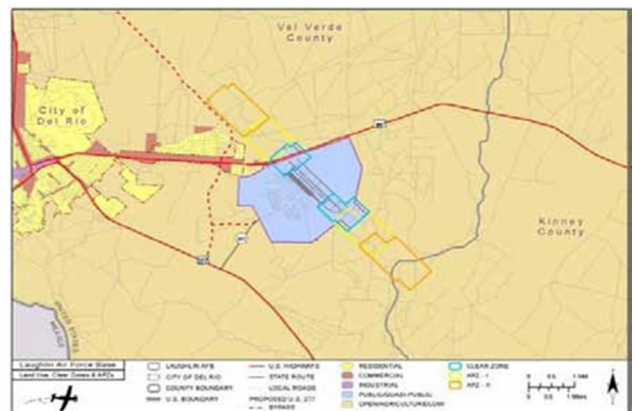
MX Access Apron - \$9.8 M; without repairs, the Maintenance Access Apron will close, adversely affecting installation's mission

Encroachment & Wind Farms

Del Rio and other cities surrounding Laughlin AFB are experiencing continued economic and population growth. Through the completion of a bypass loop as part of the North American Free Trade Movement Port-to-Plains Corridor, there presents the potential for increased residential and density development under the flight path. These projected growth areas are a potential flight safety risk



to residents and pilots. In addition to population growth, Laughlin AFB has



seen an increase in wind farm development. These turbines present a vertical obstruction and radar interference to the 11 low-level routes within 10,000 square miles of military air space.

The key to the longevity and continued success of operations and Laughlin AFB rests in the compatible use development.

Beyond The Base

Community Relations

The City of Del Rio works to promote good-will between Laughlin AFB and the community. The Military Affairs Association Inc., assisting in the integration of personnel to Del Rio, coordinates efforts to strengthen current missions, assists in possible new missions, and implements measures that ensure the future of Laughlin AFB and Del Rio. The non-profit association recognizes civilian and military accomplishments and provides class sponsors for new student pilots.

There are numerous standing Memorandums of Understanding with local agencies. Members of Del Rio Police Department, Val Verde Sheriff's Office, US Marshal Service, and US Border Patrol have participated in training sessions hosted by and in coordination with Laughlin AFB's Security Forces Squadron.

The Grow Your Own program is a partnership between the 47th Maintenance Group and local school district to training high school students in aircraft repair and maintenance. This program is mutually beneficial as 20% of Laughlin's maintainers are hired through this program.



Sheppard Air Force Base

Overview: “Combat Capability Starts Here”

Sheppard Air Force Base (Sheppard AFB), located immediately north of Wichita Falls, is the largest, most diverse training base in Air Education and Training Command. It also holds the distinction of being the only Air Force base that is home to technical and flying training.

Mission

The 82nd Training Wing is the host wing at Sheppard AFB and provides technical training to 65,000 airmen, soldiers, sailors, marines, and international students each year. Its mission is to build, strengthen, and sustain global combat capability through superior technical training.

The 80th Flying Training Wing provides combat airpower for the NATO alliance by producing combat pilots.

Operations

82nd Training Wing

The host wing at Sheppard AFB is composed of 3 training groups, one mission support group, and a medical group.

- ★ **82nd Training Group** - provides aircraft maintenance, armaments, and munitions training
 - 17 different Air Force Specialty Codes for officer and enlisted personnel
 - 124 resident, mobile, and distance learning courses
 - Approximately 800 instructors, training leaders, and support staff
- ★ **782nd Training Group** - responsible for aircraft systems, telecommunications, avionics test equipment, combat avionics, flight line, and explosive ordinance disposal training
 - Most diverse group in Air Education Training Command
 - Approximately 13,000 annual graduated
 - 100+ resident and mobile courses
- ★ **982nd Training Group** - provides aircraft, munitions, and communications-electronics maintenance training
 - 1,200+ people assigned to 3 squadrons
 - Develops comprehensive training programs during acquisition and modification of aircraft 30,000+ annual graduated
 - 650 courses at 47 detachments
- ★ **82nd Mission Support Group** - provides mission critical support to Sheppard AFB such as security, personnel support, and emergency services
- ★ **82nd Medical Group** - provides comprehensive health services to over 20,000 beneficiaries

80th Flying Training Wing

The Euro-NATO Joint Jet Pilot Training (ENJJPT) Program is only multi-nationally manned and managed flying training program for NATO combat pilots.

- ★ **80th Operations Group** - provides operation support, flying training, air traffic control, and evaluation of over 200 student pilots, 80 instructor pilot candidates, and 150 Introduction to Fighter Fundamental (IFF) trainees annual. Maintains six squadrons
 - **80th Operations Support Squadron** - multinational squadron providing mission support to the 82nd Training Wing, 80th Flying Training Wing, and ENJJPT
 - **88th Fighter Training Squadron** - operates 32 T-38C Talon aircraft for IFF and IFF Instructor Pilot missions
 - **89th Flying Training Squadron** - operates 38 T-6A Texan II aircraft with 12,000 sorties and 16,000 hours annually to transition students to advanced jet flying training
 - **90th Flying Training Squadron** - operates 46 T-38 aircraft for advanced jet flying training and Pilot Instructor Training
 - **97th Flying Training Squadron** - administers the Air Force Reserve Command Associate Instructor Pilot Program
 - **459th Flying Training Squadron** - operates 39 T-6A II Texan aircraft provides Pilot instructor Training for 24 instructor pilot candidates
 - **469 Flying Training Squadron** - operates T-38 aircraft with 11,500 sorties, 13,000 hours to undergraduate and pilot instructor candidates

Economic Impact

Sheppard AFB has a 50-mile radius economic impact region which includes all of Wichita, Archer, and Clay Counties. The installation is the largest economic driver and employer in the region, providing **more than 12,000 jobs**. The total economic impact of Sheppard AFB in FY13 totaled **\$723 million**.

Installation Assets

\$21.6 B - Physical Assets

418 Buildings

202 Aircraft

82 Trainers & Simulators

5,736 Acres of Land

Installation Economics

\$413 M - Annual Payroll

\$223 M - Annual Expenditures

\$87 M - Job Creation Value

Beyond the Base

Mission

The support of the community leaders and citizens of North Texas is vital for the success of Sheppard AFB's missions. In 2012, Wichita Falls was presented with the Air Education and Training Command Altus Trophy for outstanding community support.

Sheppard AFB personnel provide countless hours of community service to the surrounding communities, including volunteering in include Hope for the Homeless, Falls Fest, and the Texas - Oklahoma Fair.

Encroachment

Sheppard AFB has few encroachment or noise issues. The 2011 Air Compatible Use Zone Study found noise levels have decreased since the last study in 1999. This is due to the replacement of the T-37 Tweet primary trainer with the quieter T-6 Texan II in 2009.

Primary encroachment concerns lie in the proposed construction of transmission lines which could obstruct airspace and the ongoing drought situation. The Air Force and local officials continue their commitment to addressing and resolving these issues.

To prevent future encroachment and encourage compatible development, the community is completing a Joint Land Use Study in partnership with the base.



Joint Base San Antonio

Fort Sam Houston
Lackland Air Force Base
Randolph Air Force Base



Joint Base San Antonio

Overview: "Partnership in Excellence"

Under the 2005 Base Realignment and Closure (BRAC) Joint Basing Recommendation for San Antonio, installation support functions at Fort Sam Houston were combined with those at Randolph and Lackland Air Force Bases. The Air Force is the lead agency for Joint Base San Antonio (JBSA), comprising three primary locations - Fort Sam Houston, JBSA - Lackland and JBSA - Randolph plus 8 other operating locations. To provide installations support across all JBSA locations, the Air Force established the 502nd Air Base Wing. JBSA is considered a national asset made up of various components such as training, education, cyber, installation management, and healthcare.

Joint Base San Antonio Facts

100,000+ Joint Base Population

\$30 B - Total Plant Replacement Value

Total Plant Replacement Value \$30 billion

27,000 Personnel - Total Workforce

\$800 M - Annual Budget

Interface with 1,000 civic leaders

- ★ City of San Antonio
- ★ 20 Smaller Communities
- ★ 4 Counties
- ★ Congressional Districts

200+ Mission partners, tenant, supported, and supporting units

200,000+ Supported Population

- ★ 23 retired general officers
- ★ 2nd largest concentration in US)

The largest single DoD installation/enterprise

- ★ Most DoD students
- ★ Most active runways

- ★ Manage personnel programs and carrying out policies affecting Air Force active-duty and civilian members
- ★ Recruit diverse men and women for service in the US Air Force
- ★ Field training for military medical specialist and security police in ground combat skills

Operations

Support Functions

JBSA provides 49 support functions to tenants including:

Command Support - safety, public affairs, commanders action group, legal, inspector general, chaplain, comptroller, plans and programs, and equal opportunity

Environmental Services - compliance & conservation

Facilities - utilities, pest control, custodial & refuse collection, grounds maintenance, facility sustainment and recapitalization, real property management

Fire & Emergency Services - fire & emergency management response services

Housing - privatized family housing, dormitory management

Human Resources - military personnel, management analysis

Logistics - supply, munitions, laundry, vehicle operations, food services, military clothing issue and mobility gear issue

Operational Mission Services - airfields, small arms & firing ranges

Security Services - Integrated defense, antiterrorism, law enforcement

Missions Across JBSA

Diverse missions can be found across JBSA's three major installations including:

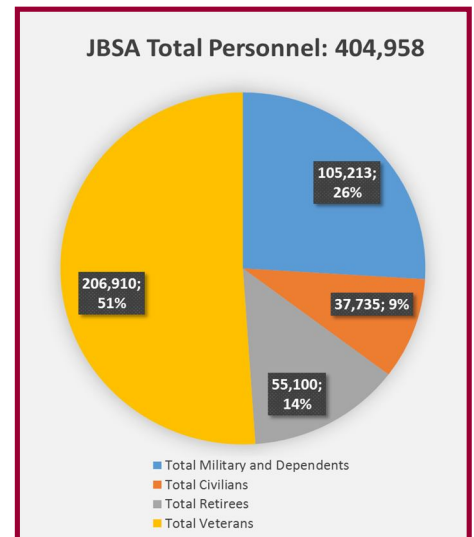
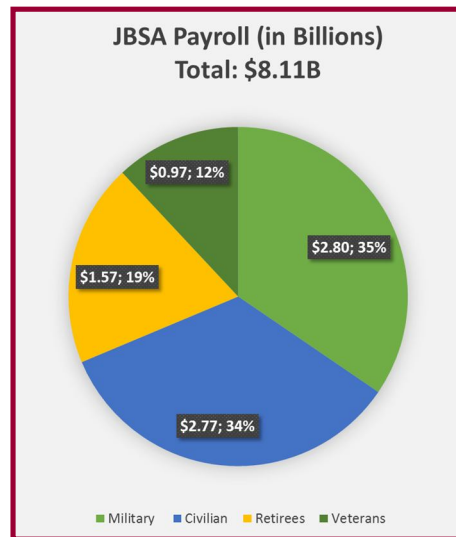
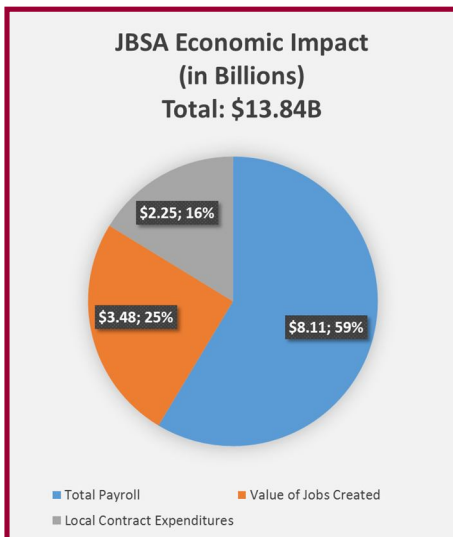
- ★ Basic training of all enlisted recruits for the Air Force, Air National Guard and Air Force Reserve
- ★ Optimize readiness and patient-centered care through collaborative health deliver, education, training, and research
- ★ Technical training of officers and enlisted personnel from all services
- ★ Training of military working dogs for all services and Transportation Security Administration
- ★ English language training for international students, allied nations and Spanish instruction for military members
- ★ Conduct Theater Security Cooperation in order to enhance hemispheric security and stability for North, Central, and South America



Tenant Commands & Mission Partners

Joint Base San Antonio		
Fort Sam Houston	Lackland Air Force Base	Randolph Air Force Base
US Army North	24th Air Force	Air Education Training Command
Army Medical Command	59th Medical Wing	Air Force Personnel Center
Installation Management Command	Air Force Intelligence, Surveillance & Reconnaissance Agency	Air Force Recruiting Center
Army Medical Department Center & School	37th Training Wing	12 Flying Training Wing
US Army South	149th Fighter Wing	
Southern Regional Medical Command	433rd Airlift Wing	
Mission and Installation Contracting Command	Air Force Information Operations Center	
Medical Education Training Campus	Defense Language Institute	
Institute of Surgical Research	Inter-American Air Force Academy	
Dental Command & Veterinary Command	National Security Agency / Central Security Service	
Brooke Army Medical Center		

Economic Impact, Compensation & Total Personnel



Beyond The Base

Community Relations

Known as "Military City USA," San Antonio, has always provided support for the military. JBSA works closely with the Port San Antonio as they develop their multi-modal transportation hub in southwest San Antonio. Additionally, JBSA is an active member of the City of San Antonio's Military Transformation Task Force (MTTF) that is coordinating the influx of missions and families into local community.

JBSA continues a great working relationship with the City of San Antonio not only through the participation in the MTTF, but also the City of San Antonio City Council Military Affairs Committee and the Alamo Area Council of Governments.

Community Relations (cont.)

Ready South Texas, an emergency preparedness initiative focusing on serving as a source of public information, is a joint effort between JBSA, the City of San Antonio, Bexar and Comal Counties, the Governor's Division of emergency Management, and the US Department of Homeland Security. The programs mission is to help educate South Texas citizens on how to better prepare for a wide variety of emergency, natural disaster, and terrorist attack situations. The City of San Antonio Economic Development Department (SAEDD) works with the local Chambers of Commerce, private businesses, community groups, and other governmental entities to facilitate economic development initiatives.

The SAEDD serves as the City's liaison and promotes development on and around the military installations in San Antonio. Previous rounds of military base closures, continuing change in defense policy, and force restructuring have provided San Antonio with opportunities to leverage assets at local military installations for economic development purposes.

Outlook

The continuous growth and nature missions brought to JBSA in conjunction with an aging infrastructure, has yielded major construction challenges including the, Medical Education Training Campus, San Antonio Military Medical Center, Airmen Training Complex, Wilford Hall Ambulatory Surgical Center, Defense Language Institute, Navy Flag Officer Command Cell, AAFES Lifestyle Center, and the Warrior Transition Battalion.

Currently, JBSA is conducting a P4 study regarding the possibility of shared serves to reduce the overall cost of installation operations. Additionally, Joint Land Use studies have been completed at 2 of the 3 major installation locations as well as Camp Bullis.



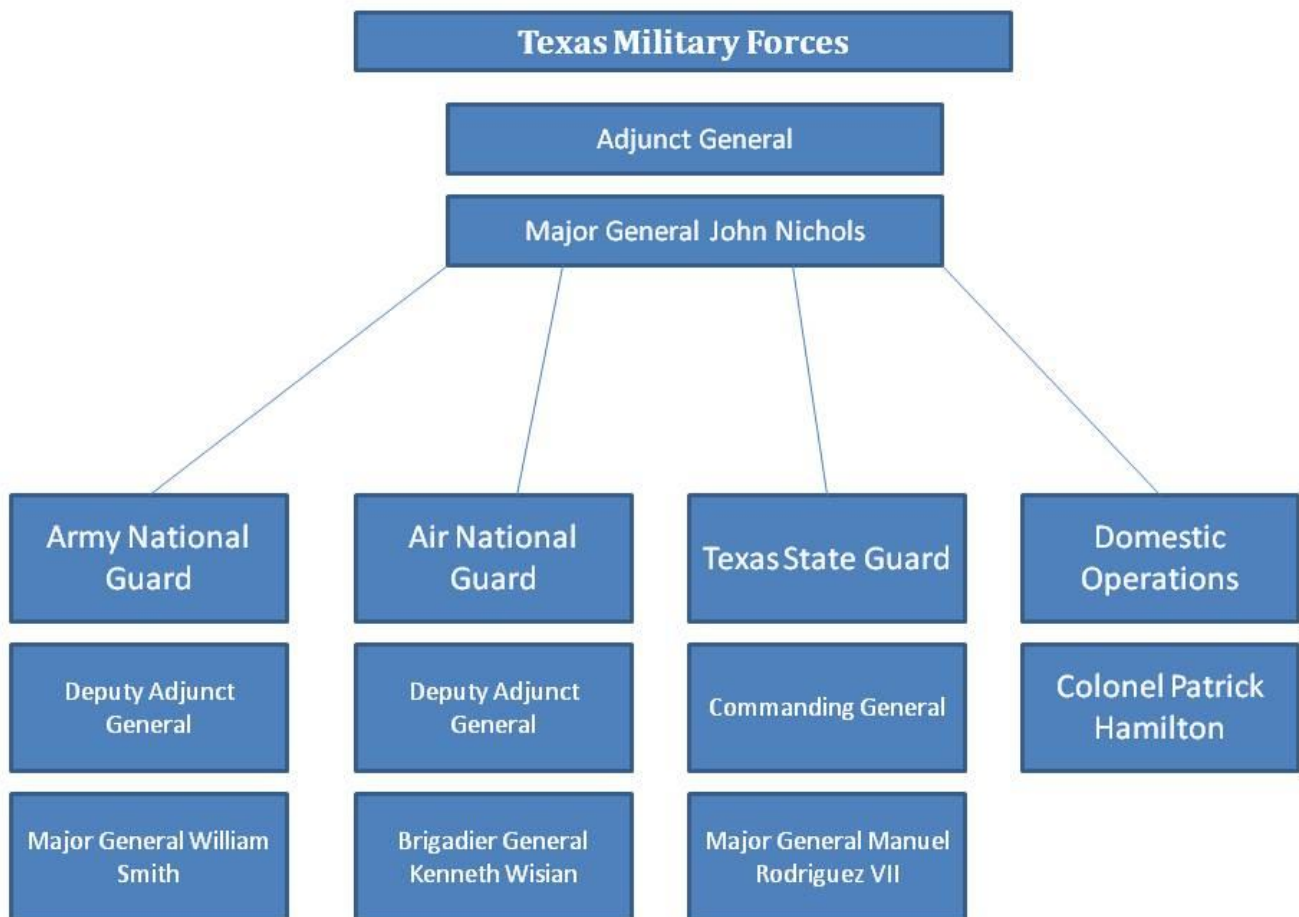
Texas Military Forces

Texas State Guard
Air National Guard
Army National Guard



Texas Military Forces

Texas is home to 194,965 military members: 108,835 active and 84,721 Reserve and National Guard. The National Guard and Reserve comprise the largest portion of troops within the Texas border at 44%. The Texas Military Forces assist at the State and Federal levels. Under state protocols, the Texas Military Forces contribute through Defense Support to Civil Authorities (DSCA) and Homeland Defense at both levels. The Texas Military Forces have 100+ facilities in 65 Texas counties. The Texas Army National Guard supports evacuation support, search and rescue, fire suppression, and re-entry support as is needed. The Texas Air National Guard supports aero-medical evacuation, air coordination, re-entry support, and airfield reopening. The Texas State Guard supports shelter management teams, emergency tracking systems, communications, evacuation, mass care, search and rescue, the oral rabies vaccination program, and operation Lone Star. Since 2003, the DSCA has operated over 170 missions from tropical weather and wildfires to shuttle recovery and law enforcement. In addition to these duties, the Texas Military Forces may be called to deploy across the United States and the world. Since September 11, 2001, more than 52,000 soldiers have been deployed from the Texas Military Forces. The Texas Military Forces are extremely valuable to the State of Texas .







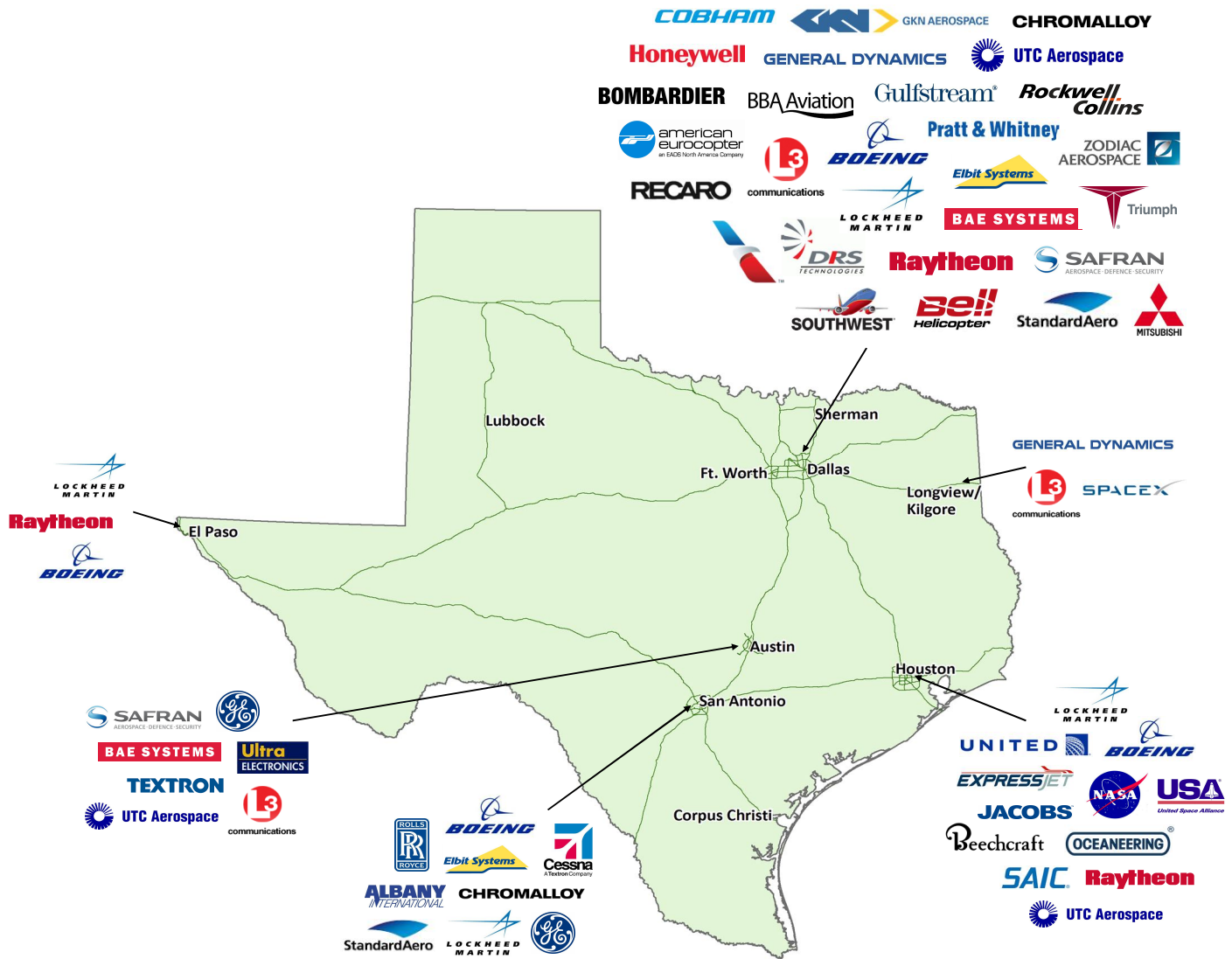
Defense

and the

Economy

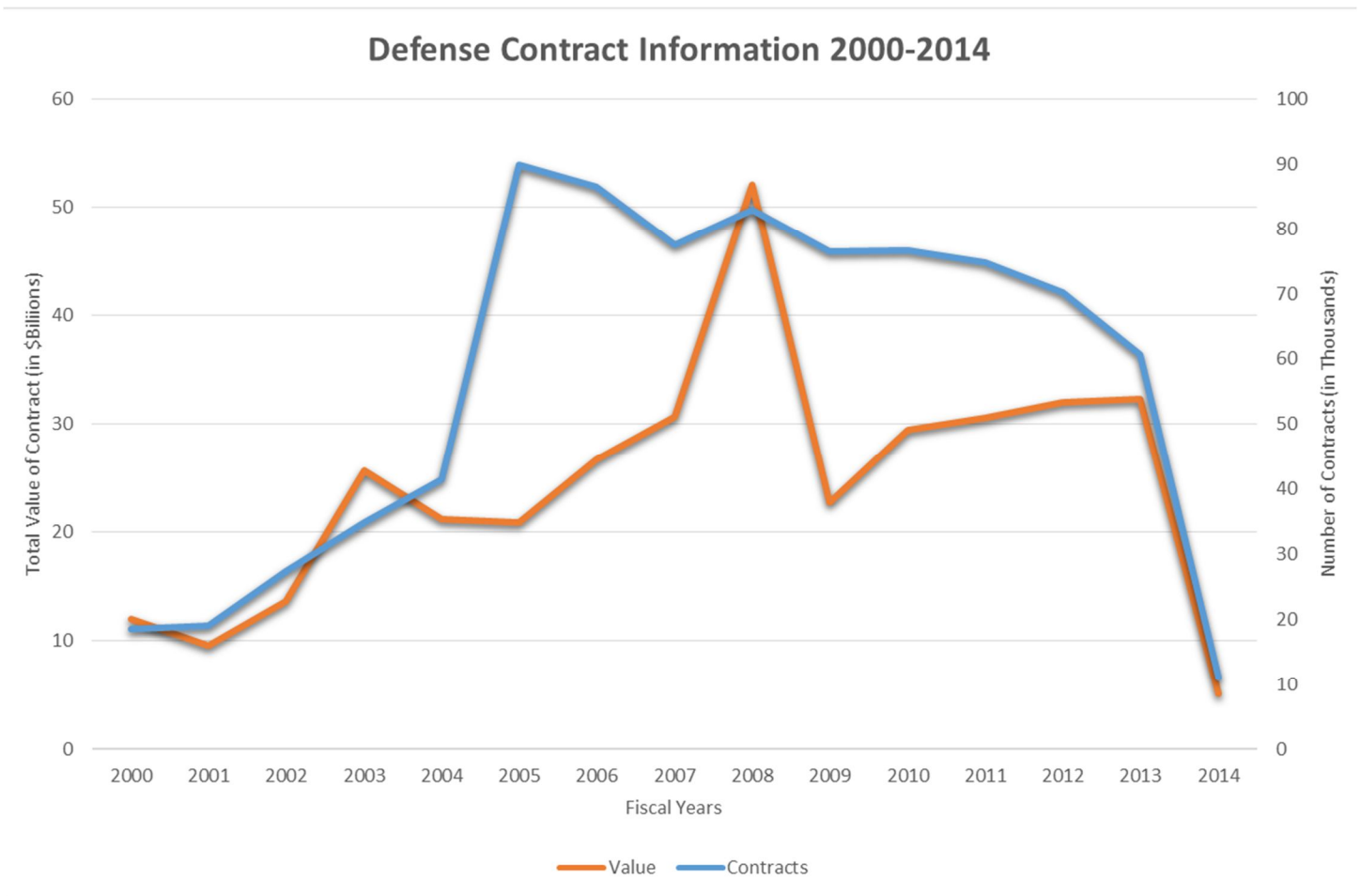
Major Aerospace and Aviation Companies in Texas

Selected firms with engineering, manufacturing, or maintenance facilities in the state

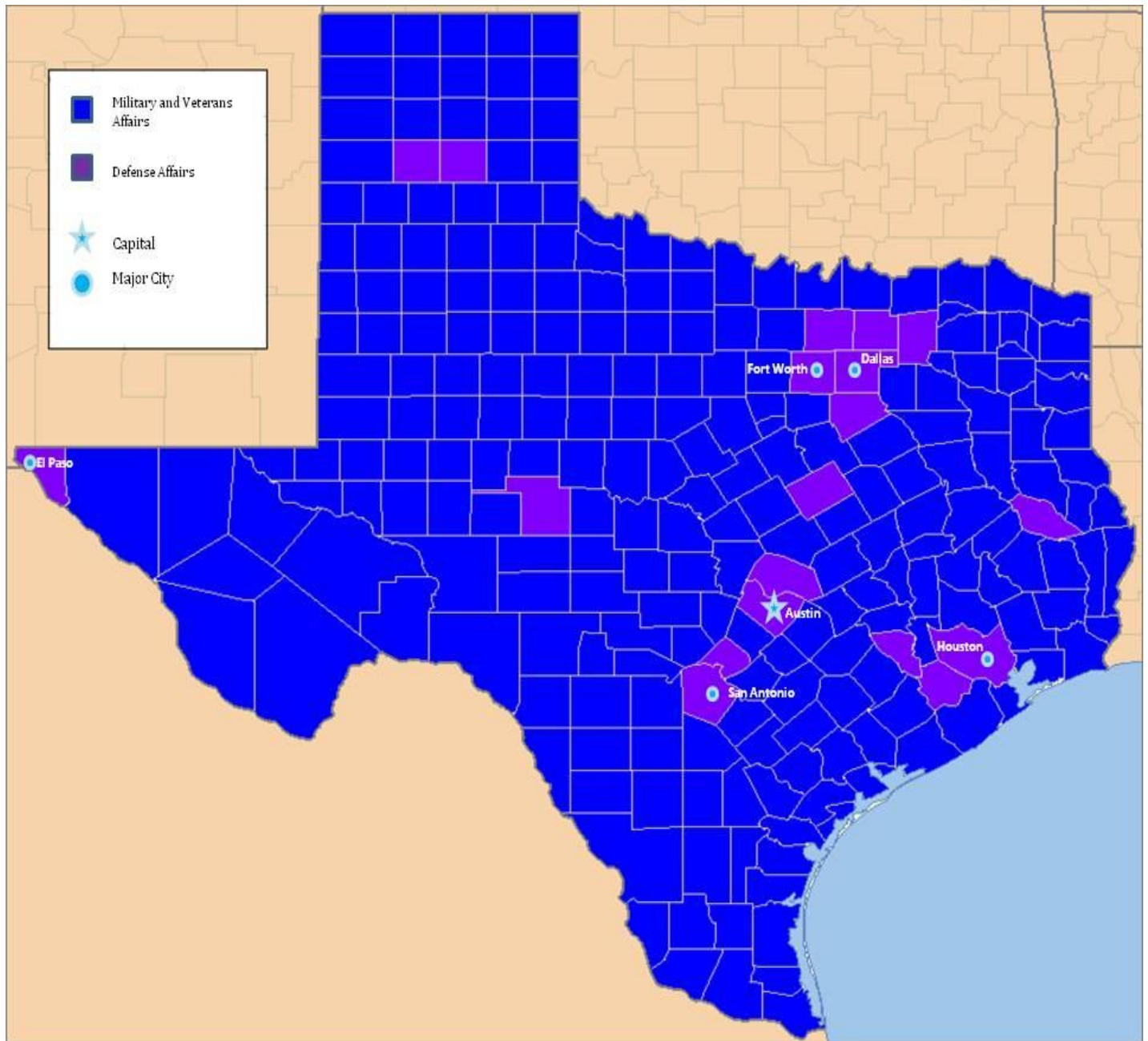


Elbit Systems	BBA Aviation	Raytheon	Safran
Safran	Gulfstream	Textron	L3 Communications
Mitsubishi	Rockwell Collins	Cessna	Elbit Systems
XCOR Aerospace	American Eurocopter	United Airlines	Beechcraft
Alcoa	Recaro	Oceaneering	NASA
GKN Aerospace	Pratt & Whitney	Cobham	Honeywell
Zodiac Aerospace	Lockheed Martin	Boeing	General Electric
BAE Systems	BAE Systems	UTC Aerospace	Ultra Electronics
DRS Technologies	Albany International	Rolls Royce	Chromalloy
Bell Helicopter	Standard Aero	United Space Alliance	Express Jet
Triumph	Jacobs	SAIC	SpaceX
Southwest	General Dynamics	GKN Aerospace	Bombardier

Defense Contracts



Military and Defense Industries by County



The State of Texas places great emphasis and value in its military-defense relationship. This map is intended to show the locations of military and defense installations across the state. These designations include defense manufacturing, defense industry headquarters and corporate offices, military installations, and military proxies (recruiting centers, American Legion, JROTC, and ROTC programs, and Veterans of Foreign Wars). As noted by the map, every Texas county has a strong military connection. Notably the counties of Angelina, Armstrong, Bexar, Collin, Comal, Dallas, Denton, Ellis, El Paso, Fort Bend, Harris, Hunt, McLennan, Randall, Rockwall, Tarrant, Tom Green, Travis, Waller, and Williamson are dual military-defense host counties (in purple).



State and Federal

Legislation on Defense Affairs

Chamber and Bill	Author	Effective Date	Summary
Texas: Senate Bill			
SB 162	Van de Putte	05/18/2013	Requires a state agency that issues a license to establish an expedited license procedure for a qualified military spouse applicant who holds a current license issued by another jurisdiction that has licensing requirements that are substantially equivalent to Texas licensing requirements.
SB 164	Van de Putte	09/01/2013	Requires the Department of Public Safety to include the designation "Veteran" on any original, duplicate, modified, or renewed concealed handgun license or a personal identification certificate issued to certain veterans who request the designation and provide sufficient proof of military service and honorable discharge.
SB 242	Carona	06/14/2013	Requires the Texas Department of Licensing and Regulation to credit verified military service, training, or education towards the licensing requirements, other than examination requirements, for a license issued by the department.
SB 260	Van de Putte/ Davis	06/14/2013	Amends the Education Code to require a school district to excuse a student for not more than five days in a school year to visit with the student's parent or legal guardian if the parent or legal guardian is an active duty member of the US military and has been called to duty, is on leave from duty, or has immediately returned from continuous deployment.
SB 1158	Van de Putte	06/14/2013	Amends the Education Code to transfer administration of tuition and fee exemptions for veterans and their families from the Texas Higher Education Coordinating Board to the Texas Veterans Commission.
SB 1159	Van de Putte	06/14/2013	Amends the Education Code to enact Andrew's Law to provide for readmission to graduate and professional programs of military personnel who were admitted to the programs but did not enroll in or finish the programs because of military deployment.

Chamber and Bill	Author	Effective Date	Summary
SB 1199	Van de Putte		<i>Develops a pilot program with the Texas Veterans Commission that will designate municipalities as Veteran and Military friendly cities.</i>
SB 1200	Van de Putte	09/01/2013	Updates code provisions relating to the TMPC and strategic planning regarding military bases and defense installations. The commission must meet once a year with the Texas Commanders Council. The bill also requires the commission to establish the Military Base Realignment and Closure Task Force to advise the commission and legislature on any strategy, policy, plan, project, or action that will strengthen Texas defense communities and military installations and prevent closures and reductions.
SB 1393	Estes	06/14/2013	Amends the Government Code to update the objectives and requirements to the governor's statewide homeland security strategy, to expand objectives, and update the composition of the Homeland Security Council with respect to the current members.
SB 1536	Van de Putte	09/01/2013	Authorizes the governor to delegate the adjunct general certain powers relating to appointment of Texas State Guard general officers and regulation and activation of Texas military forces.
SB 1879	Eltime	06/14/2013	Amends the Special District Local Laws Code to authorize the TexAmericas Center in Bowie County to fund and carry out projects that will promote or support an active local military base to prevent closure or realignment of the base as well as attract new military missions to the base.
Texas: House Bill			
HB 263	Flynn, King, Turner	09/01/2013	Relating to combination resident hunting and fishing licenses for military personnel. Fees for combination applications (hunting and fishing) will be waived for qualified disabled veterans and active duty service members.

Legislation Continued

Chamber and Bill	Author	Effective Date	Summary
Texas: House Bill Cont.			
HB 485	Davis, Guillen, Sheffield	09/01/2013	Amends to establish a fixed fee for the issuance of a concealed handgun license to a veteran. The bill makes state law regarding the issuance of a concealed handgun license to peace officers apply regardless of the officer's place of employment. Expands applicability of the law to include a member of the Texas Military Forces,
HB 694	Johnson	02/18/2013	Amends the Family Code to authorize the Department of Public Safety to allow state or US military personnel, including a recruiter, to access information in the juvenile justice information system relating to the case of an applicant for enlistment in the military, with the applicant's written permission.
HB 1129	White, Menendez, Schaefer, Sanford	06/14/2013	Amends the Election Code to require the Secretary of State to implement a pilot program to allow military voters, on active duty overseas and eligible for hostile fire pay, to cast an electronic ballot.
HB 1960	Cortez, Moody, Canales	06/14/2013	Amends the Health and Safety Code to make certain United States military personnel eligible for emergency medical services personnel certification through reciprocity.
HB 2028	Turner, Turner, Farias	06/14/2013	Amends the Occupations Code to require the Texas State Board of Plumbing Examiners to credit verified military service, training, or education towards the licensing requirements for a plumbing license issued by the board. HB 2029 is similar but applies to electrician licensing.
HB 2254	Geren, Guillen, Clardy	06/14/2013	Amends the Occupation Code to require a state agency, if an apprenticeship is required for an occupational license issued by the state agency, to credit verified military service, training or education that is relevant to the apprenticeship requirements for the license.

Chamber and Bill	Author	Effective Date	Summary
Texas: House Bill Cont.			
HB 2329	Gooden		<i>Amends the Health and Safety provisions requiring the Department of State Health Service to develop a mental health intervention program for veterans.</i>
HB 2924	Sheets, Sanford	06/14/2013	Amends the Local Government Code to decrease from 12 continuous months to 3 continuous months the minimum period of active duty service as a member of the Texas National Guard or of the US military reserves that is required for a firefighter or police officer to benefit from a municipalities leave time.
Federal: House Bill			
FHB 258	Heck	06/03/2013	Amends the Federal Criminal Code to narrow the scope of the current prohibition on falsely holding oneself out to be a recipient of certain military decorations.
FHB 1171	Benishek	08/09/2013	Authorizes the transfer of federal surplus property to a state agency for distribution through donation within the state for purposes of education or public health for organizations whose membership comprises substantially veterans.
FHB 1344	Gabbard	08/09/2013	Helping Heroes Fly Act—Directs the Assistant Secretary of Homeland Security (Transportation Security Administration [TSA]) to develop and implement a process to ease travel and to the extent possible provide expedited passenger screening services for severely injured or disabled Armed Forces members and veterans, and their accompanying family members and attendants.

Sequestration and Texas

In 2013, defense communities suffered from government sequestration due to resulting budget cuts from the Department of Defense. The Department of Defense lost \$37 billion (2012) in the deficit reduction and is slated to lose more than \$52 billion in cuts this year (2013). The government shutdown in October 2013 has caused significant problems on top of earlier sequestration with a furlough of civilian employees and contractors at military installations across the nation. In Texas, cuts involve the loss of two major active duty combat brigades which will be complete by 2017. Fort Hood and Fort Bliss are slated to lose almost 4,000 soldiers but neither post believes it will be that large. Fort Bliss anticipates a net loss of 1,000 soldiers and Fort Hood anticipates a net loss of 2,900 (Associated Press, 2013). The loss of 1 team from two of Texas' largest bases will not greatly impact the community. The major concern is to ensure the continuation of teams at smaller installations.